

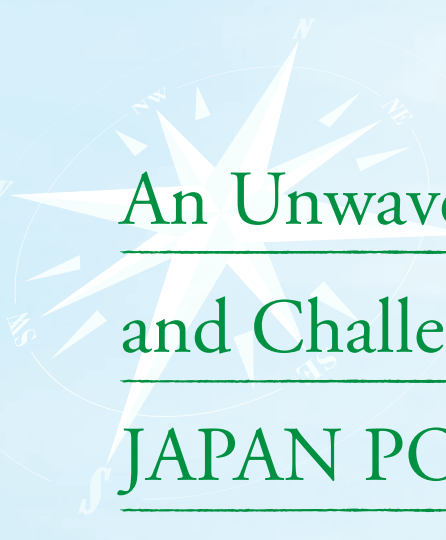


JAPAN POST BANK Integrated Report

(Annual Report)

2026

2025.4.1 — 2026.3.31



An Unwavering Mission and Challenges for the Future.

JAPAN POST BANK

Embarks on a New Stage

For generations, JAPAN POST BANK has stood alongside customers throughout Japan, supporting each individual's life journey. While remaining true to our enduring mission, we are now embarking on a new stage of growth.

To define where we aspire to be 15 years from now, we have established our Medium- to Long-term Vision and formulated our New Medium-term Management Plan as the roadmap for achieving that vision.

Through the execution of this new plan, we will continue creating value and charting our course toward sustainable growth.

In this report, we invite you to explore the path we have set for the future.

Medium- to Long-term Vision

[Our Aspiration for
the Next 15 Years]

Japan's Leading
Comprehensive Financial
Platform

A Leading Global Market
Player

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.

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Highlights of the Integrated Report 2026

Management’s Medium-to Long-term Vision and Strategies Aimed at Improving ROE, Dividends, and Other Targets

Led by the President, the management team delivers a powerful message about the Bank’s vision as it enters a new stage, and about the next growth strategies to bring that vision to fruition.



Message from the President & CEO

P.04–09



Message from the CFO

P.10–15

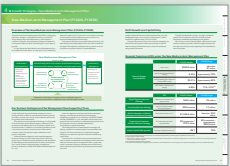


Message from an Outside Member of the Board of Directors

P.16–17

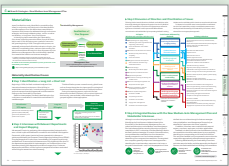
The New Medium-term Management Plan and Materialities

This section provides a clear overview of the new Medium-term Management Plan, the specific strategies for each business, and the key social issues (materialities) that we will address through these initiatives.



New Medium-term Management Plan

P.28–45



Materialities

P.30–33

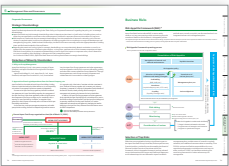
Market Investment Strategy and Risk Management

With the aim of becoming a leading global market player, we pursue sound and profitable investment management while expanding into a distinctive asset management business.



Market Operations and Asset Management Business Strategy

P.38–41



Business Risks / Risk Management

P.79–81

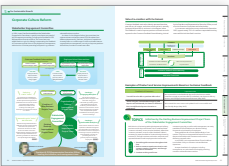
Human Resources Strategy and Corporate Culture Reform

We introduce our human resources strategy, which is closely aligned with our business strategy, together with initiatives to maximize human capital by encouraging employees to take on new challenges and enhance their professional expertise, as well as our efforts to transform our corporate culture.



Human Resources Strategy

P.46–55



Corporate Culture Reform

P.56–57

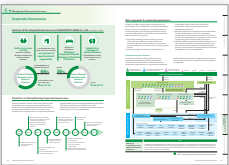
Governance Framework and Board Discussions

As part of the management base supporting sustainable enhancement of corporate value, we explain our governance framework and provide an overview of the Board of Directors’ discussions during the formulation of the new Medium-term Management Plan.



Message from an Outside Member of the Board of Directors

P.16–17



Corporate Governance

P.66–78

Note: The highlights above reflect feedback received through dialogue with investors, shareholders, and other stakeholders as part of our IR activities.



Message from the President & CEO

Building the Next Japan Post Bank Together

Takayuki Kasama

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

Photographed in the Postmaster's room, former Tokyo Central Post Office (KITTE Marunouchi)

Our journey and enduring strength — Carrying customer trust forward into the future

“What kind of bank is Japan Post Bank?” Since assuming the role of President, this is the question I have most frequently encountered from our stakeholders, including investors. I have taken this question to heart.

Let me state it clearly once again. We are a bank that carry forward the trust placed in us by our customers into the future, and it is my mission to ensure we steadily advance that commitment.

The world is undergoing profound changes. In the process of addressing this question, listening carefully to the voices of our stakeholders, and envisioning the future, I have also come to reaffirm the strengths of both Japan Post Bank and the Japan Post Group.

The source of that strength lies in our nationwide network of more than 20,000 post offices and our robust customer base of approximately 120 million accounts—one of the largest in Japan. These are irreplaceable assets to the Bank and tangible proof of the trust we have built with our customers over the course of our history by remaining close to their daily lives in communities across Japan.

In contrast, our business model differs from that of a typical commercial bank, which generates profits by lending out funds raised through deposits. Instead, we generate earnings by investing the valuable savings entrusted to us by

customers throughout Japan in global markets.

The savings entrusted to us are more than just funds. They represent trust, an invisible yet precious asset. Carrying the weight of that trust and managing those assets responsibly is our commitment to our customers.

At the same time, we are a retail bank deeply rooted in communities across Japan and one of the world's largest institutional investors. It is this unique business model, combining these two distinct roles, that makes Japan Post Bank truly unique. I believe that the combination of our customer base and investment capabilities is the fundamental strength that sets us apart from other banks.

In our market operations, we have responded with agility to a constantly evolving financial environment. We boldly executed a paradigm shift in our investment, transforming a portfolio once concentrated in Japanese Government Bonds. into foreign securities and alternative assets such as private equity and real estate. Through these efforts, we established our position as a global institutional investor.

I, myself joined Japan Post Bank on November 4, 2015, one business day before its listing as it embarked on a new stage of growth. As a member of the team responsible for this transformation of our investment operations, I have helped drive these reforms.

Since 2023, Japan has seen the return of a “world with positive interest rates,” which has ushered in a new phase of growth. In response to rising interest rates, we began the rebuilding of the yen interest rate portfolio by increasing investments in Japanese Government Bonds. We have

continued to enhance our capabilities to withstand changes in the operating environment and manage diverse risks, while dynamically reviewing our investment portfolio as market conditions evolve.

As a result, our earnings have continued to grow steadily in recent years, and in fiscal 2025 we achieved a record-high profit for the third consecutive year since our listing.

By fully leveraging its unique strengths, Japan Post Bank is entering a new stage of growth with the aim of becoming a truly professional financial institution, achieving an even higher level of excellence in both customer-oriented financial consulting and investment as an institutional investor.

I am fortunate to be supported by a team of dedicated and highly capable employees. Together, management and employees will continue to accelerate our efforts to enhance our corporate value with even greater determination.

A clearer path ahead — Charting a new course for the future

Over the past year, as a representative of one of Japan's leading financial institutions, I have had numerous opportunities to engage in candid discussions on the financial and economic landscape with leaders from around the world, including government officials in Japan and overseas, globally renowned CEOs, and asset managers.

Sharing market perspectives with people from such diverse backgrounds has been extremely constructive for gaining a holistic view of the markets from a broader perspective, and serves as a valuable opportunity to gain fresh insights and discoveries.

Over the past year, Japan's financial markets have reached a major turning point. This change is also reflected in capital market valuations, with many banks, including Japan Post Bank, achieving a price-to-book (P/B) ratio of more than 1.0, highlighting the growing expectations placed on the banking sector in particular.

At Japan Post Bank, our share price reached an all-time high, and our market capitalization surpassed 10 trillion yen, setting a new record since our listing.

I do not view this simply as a tailwind from favorable market conditions. Rather, I believe it reflects the fact that the structural reforms we have pursued and the forward-looking initiatives we have undertaken are finally beginning to be recognized by the capital markets.

We have received a strong response to our recent announcements of various new business initiatives. These include the establishment of Japan Post Bank Asset Management Co., Ltd., a new payment service based on tokenized deposits utilizing blockchain technology, a new credit card for younger customers, and partnerships with companies such as Kurashiru, Inc. and neoAI.

I believe many stakeholders have recognized the potential of Japan Post Bank to move beyond the image of a traditional bank and become a driving force in creating new forms of finance.

On the other hand, issues and challenges that must be addressed from a Group governance perspective have also become clear, including the inappropriate handling of information within the Japan Post Group.

While I believe the outlook for the Bank's future is bright, if managing a company can be likened to a voyage, I see myself as the captain of a great ship called Japan Post Bank, with the responsibility of continually charting the course ahead.

Even amid rough seas, we must determine the direction in which we should proceed and continue to chart our course forward. With this in mind, we formulated our Medium- to Long-term Vision, which outlines the future we aim to achieve by 2040, and in May 2026 announced our new Medium-term Management Plan as the first step toward realizing that vision.

We now stand at the threshold of a new stage of non-linear growth. By successfully navigating this period of profound transformation, we will strive to reach even greater heights.

Our vision for 2040 Japan's leading comprehensive financial platform and a leading global market player

The first pillar of our Medium- to Long-term Vision for 2040 is to become Japan's leading comprehensive financial platform, meeting customers' diverse needs and accompanying them through life.

The second is to become a leading global market player, aiming to increase the value of customers' assets and realize a sustainable society through investment in Japan and overseas.

Our vision of becoming a comprehensive financial platform embodies our commitment to being a bank that serves customers, providing the reassurance and convenience of knowing that, with Japan Post Bank and the post office network, they have a trusted financial partner by their side anytime, anywhere, and at every stage of life.

This vision is deeply rooted in the credo of Hisoka Maejima, the founding figure of the Japan Post Group and who is known as the father of Japan's modern postal system “Never shy away from being a hidden force for good. Always have a heart that wishes for the best for others.” This spirit is the very essence of what we strive for as a comprehensive financial platform we aspire to become.

Under a robust operational framework, we will continue to meet our customers' increasingly diverse needs and accompany them through their life's journey.

The vision of becoming a leading global market player reflects our strong determination to become an institution recognized around the world.

Our business model is distinguished by the unique characteristics of our balance sheet. Unlike a typical commercial bank, Japan Post Bank generates earnings as a major asset owner by investing customer deposits, which are recorded as liabilities, in securities such as Japanese Government Bonds. and foreign securities, which are recorded as assets.

Our customers entrust us not only with their valuable savings but also with their trust. That is why we have a responsibility to manage entrusted funds from a long-term perspective and deliver results that justify that trust. We aim to return the fruits of our performance to customers and shareholders while also reinvesting in our own growth to deliver new products or services. This, in turn, fosters deeper, longer-lasting relationships with our customers. We are committed to creating a virtuous cycle of growth and value creation.

Building on the investment capabilities we have cultivated as an asset owner, we will position our market operations business itself as a growth driver.

Given that changes in the financial market conditions can significantly impact our business, the ability to make timely

Message from the President & CEO

decisions and respond swiftly to changing circumstances is essential. We have already begun to see the positive results of this agility in this area.

One initiative we have pursued in anticipation of the shift from 'savings to investment' was the establishment of Japan Post Bank Asset Management Co., Ltd. in April 2026. Through this new company, we will develop a unique asset management business by leveraging the scale of the Bank's investment portfolio to provide access to investment opportunities, offering products from the perspective of an asset owner, and opening up investment opportunities that have not previously been available to individual customers.

To meet growing demand for investment products, I am committed to delivering truly valuable investment solutions, products that I would personally want to invest in if I were in my twenties today.

To achieve this, we aim not merely to expand our product lineup, but to make sophisticated investment products that have traditionally been available only to institutional investors accessible to individual customers as well.

I also believe this represents an important social responsibility for Japan Post Bank. In addition to advancing our market operations business, it is one way in which we can contribute to the realization of the government's vision of establishing Japan as a leading asset management nation.

In addition, with the aim of contributing to the revitalization of regional economies over the medium to long term, Japan Post Bank Capital Partners Co., Ltd. established a flagship fund of approximately 30 billion yen in April 2026 to support business succession in regional communities.

I believe that our ability to make these forward-looking investments stems from the management environment we have built since the return of interest rates to Japan, one that allows us to take a long-term perspective and carefully formulate bold and substantive initiatives.

By making the fullest use of Japan Post Bank's unique strengths and creating a new model for the circulation of capital, I am more determined than ever to grow the Bank into a financial institution that is recognized and chosen around the world.

Achieving discontinuous growth Doubling net income in the next stage of growth

In our new Medium-term Management Plan (FY2026 through FY2028), which represents the first step toward realizing our Medium- to Long-term Vision, we have set targets of more than doubling net income from 525.5 billion yen in fiscal 2025 to over 1 trillion yen in fiscal 2028, the final year of the plan, and increasing ROE from 5.3% to approximately 10%.

These targets are aimed at achieving growth that goes beyond our previous growth trajectory. They reflect my strong determination to lead Japan Post Bank into its next stage of growth amid a rapidly changing environment.

I am confident that these goals will be fully achieved through the steady execution of our plan, and we will move forward with conviction toward successful attainment.

Even amid a dramatically changing environment surrounding the Bank, our ability to steadily enhance

corporate value is the result of the initiatives we have pursued over the past several years.

Through dynamically revising our portfolio, including the rebuilding of our yen interest rate portfolio, we have significantly bolstered the stability and sustainability of our earnings structure. At the same time, Yucho Bankbook App, which serves as a key customer touchpoint, has grown to become one of the largest banking platforms in Japan, significantly enhancing our ability to deliver value through digital channels.

In addition, the privatization process advanced significantly through two secondary offerings of Japan Post Bank shares by Japan Post Holdings, bringing greater flexibility and agility to our business operations.

Against this backdrop, I can clearly sense the high expectations that stakeholders have for the Bank. We are also receiving an increasing number of proposals and ideas relating to business partnerships and new business opportunities.

Within the Bank, we are deepening our internal dialogue on a daily basis. I believe this process itself is helping to strengthen the organization and represents both an important opportunity to enhance future corporate value and a valuable asset for the Bank.

Reflecting these environmental shifts and the insights gained through these discussions, our new Medium-term Management Plan sets out two missions and four business strategies aimed at realizing our Medium- to Long-term Vision.

I am convinced that the three years covered by the new plan will be a critical period for the growth of Japan Post Bank.

Japan Post Bank manages assets totaling more than 200 trillion yen. How we leverage this vast asset base and create a virtuous cycle of sustainable value creation lies at the heart of our new Medium-term Management Plan.

In addition to promoting investment in Japanese Government Bonds, we will work to expand investment income by optimizing the risk/return profile of credit assets and strategic investment areas such as private equity and real estate. We will also increase fee income from services such as ATMs and payment solutions.

Active expansion into new business necessitates indispensable growth investment.

In the field of AI in particular, technological advances are occurring at a rapid pace. However, our focus is on whether these technologies can directly enhance the value of the customer experience and deliver fundamental improvements in productivity.

Japan Post Bank operates one of the largest system infrastructures in Japan, supporting approximately 120 million accounts. The stable operation of this infrastructure is fundamental to our business. Alongside strategic investments, we will continue to invest in infrastructure necessary to provide customers with safe, secure, and reliable services, while also taking every possible measure to strengthen our cybersecurity and ensure the stability expected of a financial institution.

Although we anticipate a certain degree of cost increase in the current inflationary environment, we will continue to make the necessary investments in IT and human capital while maintaining disciplined control over operating expenses.

At all times, we will remain focused on what we should do and avoid being distracted by short-term trends or external noise.

Regardless of these investments, we expect to achieve net

income of more than 1 trillion yen in fiscal 2028. While expanding earnings is fundamentally important, our true priorities lie in enhancing convenience for our customers and building long-term relationships.

For investors, I believe the appeal of Japan Post Bank as an investment lies in its potential for profit growth, and above all, in the extraordinary level of trust we have built over many years.

The next three years, during which we will enter a phase of non-linear growth, will be a pivotal period for the Bank. They will also represent a major challenge for me personally, a source of great excitement for me.

To achieve both social and economic value and grow into a sustainable company over the medium to long term, I am committed to leading it with a strong sense of responsibility.

Our driving force — Creating the future through teamwork

The primary driving force behind the large ship, Japan Post Bank, is the strength of each and every employee and the organizational capability created through their unity. For a growing organization such as ours to continue moving steadily forward, it is essential that each individual maintains a spirit of challenge while bringing their strengths together as one team.

In my management, I place the greatest importance on how to maximize this organizational potential. Even among colleagues aboard the same ship, each person has different values, backgrounds, perspectives, and time horizons. Yet I am convinced that an organization is strongest when everyone is aligned as a single entity moving in the same direction supported by robust two-way communication.

This philosophy is being put into practice through the Stakeholder Engagement Committee, which I personally launched in June 2024 and serve as Chair.

The committee has established teams around four themes: organizational culture reform, productivity improvement, new business creation, and the review of existing businesses. In fiscal 2026, the committee's third year of operation, approximately 150 employees are participating through a voluntary application process.

Employees from a wide range of departments, from junior

employees to seasoned veterans, have joined with a shared passion for making the Bank better and are playing active roles in these efforts.

The changes may be gradual, but I can already sense that Japan Post Bank is beginning to change for the better. Little by little, yet steadily, positive change is taking root across the organization.

Since assuming the role of President, I have visited our offices and branches across Japan, listening carefully to the voices of our employees. Over the past two years, I have had the opportunity to engage in direct dialogue with employees from more than 140 organizations across the Bank. This is one of the initiatives I value most, and I am committed to continuing it.

Why am I so dedicated to these visits? It is because I want to witness for myself the many outstanding locations that make up our nationwide network and the talented employees who work there. I also want to be able to speak with confidence to investors and other stakeholders about their strengths and the value they create.

To maximize the potential of our employees, we are accelerating our efforts to advance human capital management and to build a sustainable management framework. For example, we are promoting work styles that accommodate employees at different stages of life while enhancing the use of digital technologies, including AI.

I am directly involved in developing the next generation of leaders, such as by providing senior management with challenging assignments. While responsibility for succession planning for the President rests with the Nomination Committee, I am fortunate to be surrounded by executives and employees who are driving the Bank's business forward with great energy and dedication. I also frequently receive candid yet supportive advice from our outside directors, which I find immensely encouraging.

The Japan Post Bank brand is built on the unwavering trust we have cultivated throughout our history.

Building on that foundation of trust, we will continue to embrace change and challenge ourselves to create new values. Together with our stakeholders, we will do our utmost to further enhance the Japan Post Bank brand and achieve sustainable growth.

The reason I stand here today

Because I love this country in which I was born and raised.

As a university student majoring in Applied Chemistry, I spent my days immersed in polymer research. During that time, an encounter with a senior student sparked my interest in industrial finance. Driven by a desire to help revitalize Japanese industry and to contribute to the society, I entered the financial industry nearly 30 years ago.

Today, standing at the forefront of that mission, I am excited by the opportunity to be able to help shape the future of this country together with my colleagues and to pass it on to the next generation.

My career began during a turbulent period at the Long-Term Credit Bank of Japan. In many ways, I have

journeyed through the profound transformation of Japan's financial industry.

Yet it was neither systems nor theories that shaped who I am today. Rather, it was the places, the times, and the countless people I encountered along the way.

The connections I formed in the places where I spent my childhood—Okayama, Kanagawa, Toyama, Osaka, and Hiroshima—remain a source of strength and motivation for me to this day.

As a member of "the most familiar and trusted bank," I am committed to supporting people's lives and contributing to the growth of Japanese society. This is the mission to which I continue to dedicate myself.

Message from the President & CEO

Questions & Answers

Q1 The targets of the previous Medium-term Management Plan were achieved one year ahead of schedule. How do you evaluate this accomplishment as President?

A1 Amid significant changes in the operating environment, including developments in the global situation, geopolitical risks, and the Bank of Japan’s interest rate hikes, we have consistently made flexible and agile management decisions while carefully identifying opportunities.

During the period covered by the previous Medium-term Management Plan, we pursued our growth strategy based on three business engines: the Retail Business, the Market Business, and the Σ (Sigma) Business.

In the Retail Business, Yucho Bankbook App, which we positioned as the cornerstone of our digital strategy, grew to become one of the largest banking platforms in Japan, strengthening our connections with customers.

In the Market Business, we established strong

investment capabilities and a solid earnings base as one of Japan’s largest institutional investors.

In the Σ(Sigma) Business, we made steady progress, including the establishment of Japan Post Bank Capital Partners Co., Ltd., our wholly owned subsidiary responsible for General Partner operations, in May 2024.

As a result, we achieved our original financial target of net income of at least 400 billion yen and ROE of at least 4% one year ahead of schedule. We have also delivered record profit for three consecutive years since our listing.

At the same time, achieving our financial targets is merely a milestone, and we are by no means satisfied with the status quo. To drive further growth, we will continue to make the best possible management decisions.

Q2 The external environment is changing dramatically, with rising interest rates, geopolitical risks, and the AI revolution. How do you assess these developments as President?

A2 The environment surrounding Japan Post Bank is undergoing significant changes. In the financial markets, the direction of monetary policy in countries around the world has become increasingly difficult to predict, and uncertainty remains elevated amid geopolitical risks and fluctuations in commodity prices.

In particular, the escalation of tensions in the Middle East that emerged in February 2026 could amplify inflationary pressures and the risk of economic slowdown around the world through sustained high oil prices. We are therefore monitoring developments and their potential impact closely.

The Bank of Japan’s policy shift has brought about the return of interest rates, and yields on Japanese Government Bonds. have remained at relatively high

levels. We view this as a significant opportunity for the Bank. By continuing the rebuilding of our yen interest rate portfolio, we believe we can achieve stable and sustained profit growth over the medium to long term.

Digital innovation, including generative AI, is also bringing about significant changes across the financial industry. At Japan Post Bank, we will incorporate these technologies in a phased and deliberate manner, leveraging generative AI to enhance customer experiences, create new financial services, and achieve fundamental improvements in operational efficiency.

As a bank with a customer base comparable to the size of Japan’s total population, we are uniquely positioned to view these changes as opportunities and take on the challenges of creating new value.

Q3 Some investors would like to see greater shareholder returns, while others believe growth investments should take priority. How do you plan to allocate capital going forward?

A3 Our capital policy under the new Medium-term Management Plan is based on a cycle of maintaining financial soundness, achieving profit growth through growth investments, and returning value to shareholders.

Specifically, we aim to maintain a dividend payout ratio of approximately 50% and provide progressive dividends through earnings growth. We will also consider additional shareholder returns, including share buybacks, as appropriate.

We will also pursue growth investments more aggressively than ever before to strengthen earnings capacity in areas such as the Retail Business and Market Business, while building a more resilient earnings base that is less susceptible to fluctuations in market conditions.

In particular, when it comes to growth investments, it is important to maintain a clear understanding of the risks involved and focus not on setting investment targets in terms of amount, but on seizing opportunities that we believe will

contribute to enhancing the Bank’s corporate value.

In the previous Medium-term Management Plan, our target Common Equity Tier 1 (CET1) ratio under normal conditions was “approximately 10%”. However, as the Bank enters a new stage under the new Medium-term Management Plan and we anticipate further increases in the CET1 ratio driven by earnings growth, management engaged in extensive discussions regarding the appropriate capital level going forward.

As a result, we concluded that it would be more appropriate to present a target range rather than a single target level. Based on extensive simulations that took into account the characteristics of our portfolio, including the high proportion of securities investments within our investment portfolio, we established a range of 11% to 13%.

Looking ahead, we will continue to monitor market conditions closely and manage our capital within this range, ensuring financial soundness in our capital management.

Q4 With the return of interest rates, how do you see Japan Post Bank’s portfolio evolving going forward?

A4 The return of interest rates represents a significant opportunity for the Bank. While continuing to focus on the rebuilding of our yen interest rate portfolio, we will seek to improve risk-adjusted returns through more efficient investment in risk assets, with the aim of achieving an optimal investment portfolio.

With respect to investments in risk assets within our investment portfolio, we maintain a highly selective approach focused on quality, including credit assets and alternative assets such as private equity, real estate, and direct lending.

We believe this investment approach supports the stability of the Bank’s financial base and its sustainable growth, even during periods of heightened market

volatility.

We will also take on the challenge of building a distinctive asset management business, centered by Japan Post Bank Asset Management Co., Ltd., which was established in April 2026, while deepening partnerships with external asset management companies.

Through these initiatives, we aim to increase net interest income and other income from approximately 1.5 trillion yen today to more than 2.3 trillion yen by fiscal 2028.

Alongside these efforts, we will maintain and strengthen our ability to respond swiftly to a wide range of risks, including changes in interest rate and credit conditions.

Q5 How do you plan to create new businesses that are uniquely Japan Post Bank and unlike those of any other financial institution?

A5 We began formulating this Medium-term Management Plan even before Japan Post Holdings conducted its share offerings. Throughout the process, we continually asked ourselves what the world would look like after the offerings and engaged in extensive discussions based on the views and requests we received through dialogue with our stakeholders.

In addition to the new Medium-term Management Plan, we developed our Medium- to Long-term Vision, which sets out where we aspire to be by 2040.

To realize our Medium- to Long-term Vision over the next 15 years, we will execute four business strategies over the three-year period from fiscal 2026 through fiscal 2028: (1) the Digital Payment Business Strategy, (2) the Consulting Business Strategy, (3) the Market Operations and Asset Management, and (4) the Regional and

Corporate Solutions Business Strategy.

Through these four business strategies, we intend to further strengthen the customer and deposit base built on our nationwide post office network, which remains one of the Bank’s greatest strengths.

Each of these strategies builds on businesses we have been developing for many years. They represent the evolution of our existing businesses and the result of efforts we have been making for several years to create new sources of growth.

We will steadily execute these strategies and continue delivering value to our customers. We hope you will look forward to the next chapter of Japan Post Bank as we build on the extraordinary trust and strong customer base that set us apart.

Column

We endeavor to advance to the Next Stage together with Shohei Ohtani

Japan Post Bank has entered into a brand ambassador agreement with Shohei Ohtani, of the Los Angeles Dodgers, a Major League Baseball team.

Mr. Ohtani continues to inspire Japan with courage and hope, having realized his own dream through tireless efforts, as he continues to set unprecedented records one after another in a world-class career. Meanwhile, outside of his activities as an athlete, Mr. Ohtani has also taken an interest in various sports-based activities that support the children of Japan and the future of our communities.

Mr. Ohtani’s stance is the embodiment of Japan Post Bank’s Medium- to Long-term Vision.

Japan Post Bank will continue working with Mr. Ohtani to contribute to the development of a vibrant society and thriving communities in Japan.



Shohei Ohtani
Brand Ambassador

Takayuki Kasama
President & CEO

Message from the CFO



Charting a course toward higher corporate value by maximizing returns for all stakeholders

Makoto Shinmura

Senior Managing Executive Officer

Embarking on the new Medium-term Management Plan (FY2026 through FY2028)

It has been one year since I wrote in last year's Integrated Report that we would continue to communicate the directions indicated by our compass and the specific path forward through our disclosures and investor relations activities.

We have now embarked on the new Medium-term Management Plan. Covering the period from fiscal 2026 through fiscal 2028, this plan marks a major turning point for the Bank.

Under the new Medium-term Management Plan, we established our Medium- to Long-term Vision, which defines where we aspire to be 15 years from now, based on a back casting approach rooted in our Purpose and Management Philosophy while taking into account changes in the internal and external environment surrounding the Bank.

This vision comprises two aims. The first is to become Japan's leading comprehensive financial platform, providing

financial products and services anytime and anywhere across Japan through both physical and digital channels in response to the increasingly diverse needs of our customers.

The second is to become a leading global market player, achieving an optimal portfolio and earnings profile while also developing an asset management business, supported by approximately 180 trillion yen in deposits entrusted to us by roughly 120 million customers through our nationwide post office and branch network.

Together, these two aims represent the destination indicated by our compass.

We will move forward with all officers and employees united as one, working together toward the achievement of these visions.

For further details on the new Medium-term Management Plan, please also refer to page 28.

Looking back on fiscal 2025: the departure point for the new Medium-term Management Plan

During fiscal 2025, the global economy remained primarily resilient, led by the United States, even as uncertainty stemming from U.S. tariff policies persisted. In Japan, the economy continued its gradual recovery, supported in part by a rebound in domestic demand, leading the Bank of Japan to raise its policy interest rate in December 2025.

Meanwhile, the escalation of tensions in the Middle East since February 2026 has made the outlook for the macroeconomic environment even more difficult to predict. While changes such as the domestic interest rate environment have created tailwinds for financial institutions, they have also heightened the importance of risk management – specifically being prepared for shifting waves of geopolitical and other risks.

Going forward, we will continue to steer the Bank with care as we navigate an ever-changing business environment.

In response to rising domestic interest rates, the Bank

steadily shifted assets from deposits with other institutions into Japanese Government Bonds, while continuing to invest in risk assets with appropriate risk controls in place and in line with changing market conditions.

As a result, net income reached 525.5 billion yen, marking a record high for the third consecutive year since our listing.

The dividend per share amount has increased steadily, rising from 51 yen in fiscal 2023 to 58 yen in fiscal 2024 and reaching a record-high 74 yen in fiscal 2025.

In addition, from December 2025 through March 2026, we conducted share buybacks aimed at enhancing shareholder returns and improving capital efficiency.

I believe our ability to achieve steady earnings growth while strengthening shareholder returns accordingly provided a solid foundation as we embarked on the new Medium-term Management Plan.

Figure 1

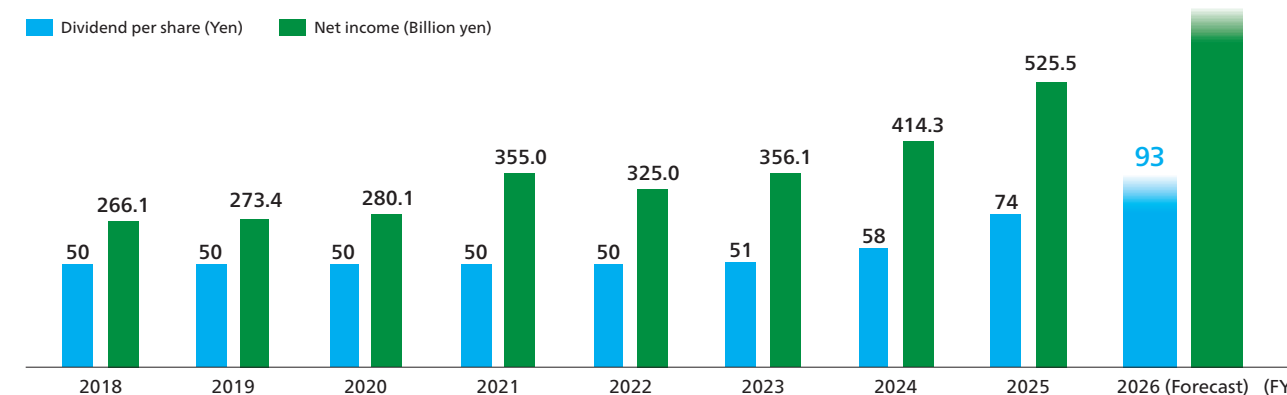
Financial performance v.s. targets (consolidated)

	FY2025 Target		FY2025 Actual	FY2026 Target (Announced in May 2026)
	Initial Target (Announced in May 2025)	Revised Target (Announced in February 2026)		
Net income	470 billion yen	500 billion yen	525.5 billion yen	660 billion yen
ROE (based on shareholders' equity)	4.7% or more	—	5.30%	6.4% or more
OHR (basis including gains (losses) on money held in trust)	59% or less	—	55.51%	51% or less
CET1 (Common Equity Tier 1) ratio (International Standard)*	Approximately 10% (Target level in normal times)	—	Fully implemented: 9.85% Transitional: 11.03%	11%–13% (Target range in normal times)

* Based on the finalization of Basel III framework and excluding unrealized gains on available-for-sale securities. (fully implemented basis for FY2025 and FY2026 targets)

Figure 2

Net income and dividend per share (consolidated)



Sustainable enhancement of corporate value at the heart of management

As CFO, responsible for financial and capital strategy, I am expected to serve as a navigator, supporting the Bank's growth through appropriate financial strategies and helping to enhance sustainably corporate value amid a changing business environment.

In fiscal 2025, we achieved profit growth for the third consecutive year, and our price-to-book (P/B) ratio temporarily rose above 1.0x. However, we continue to lag behind Japan's major banking groups.

I recognize that enhancing corporate value remains a

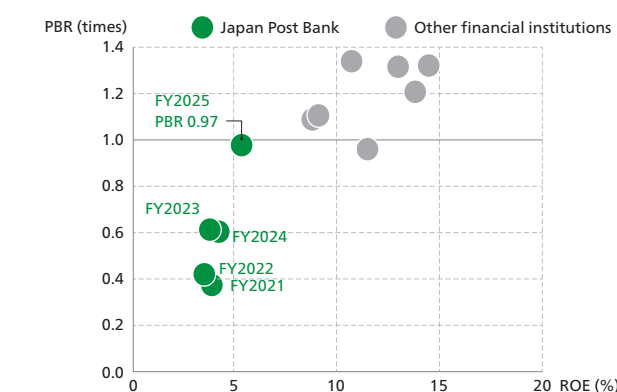
work in progress and continues to be a significant management challenge.

We analyze our price-to-book (P/B) ratio by breaking it down into return on equity (ROE) and the price-to-earnings ratio (PER). As shown in Figure 3, we believe it is necessary to first raise our ROE, which currently lags behind those of Japan's major banking groups.

The new Medium-term Management Plan is also a plan to significantly enhance corporate value by pursuing the realization of our Medium- to Long-term Vision.

Figure 3

Correlation between PBR (Price Book-value Ratio) and ROE (Comparison with other banks) (consolidated)



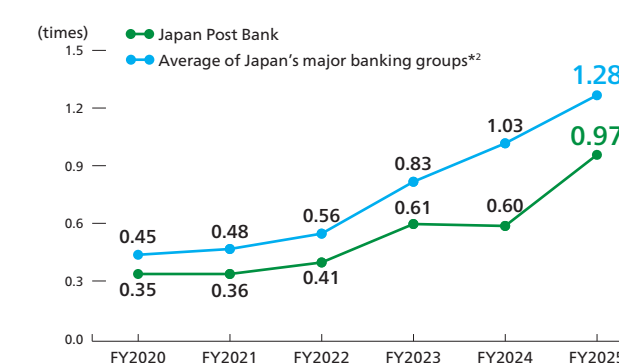
* ROE is based on shareholders' equity.

* Data for Japan Post Bank are shown on a time-series basis.

* Other institutions include commercial banks, regional banks, etc. Prepared based on publicly available information.

Figure 4

PBR*1 (consolidated)



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

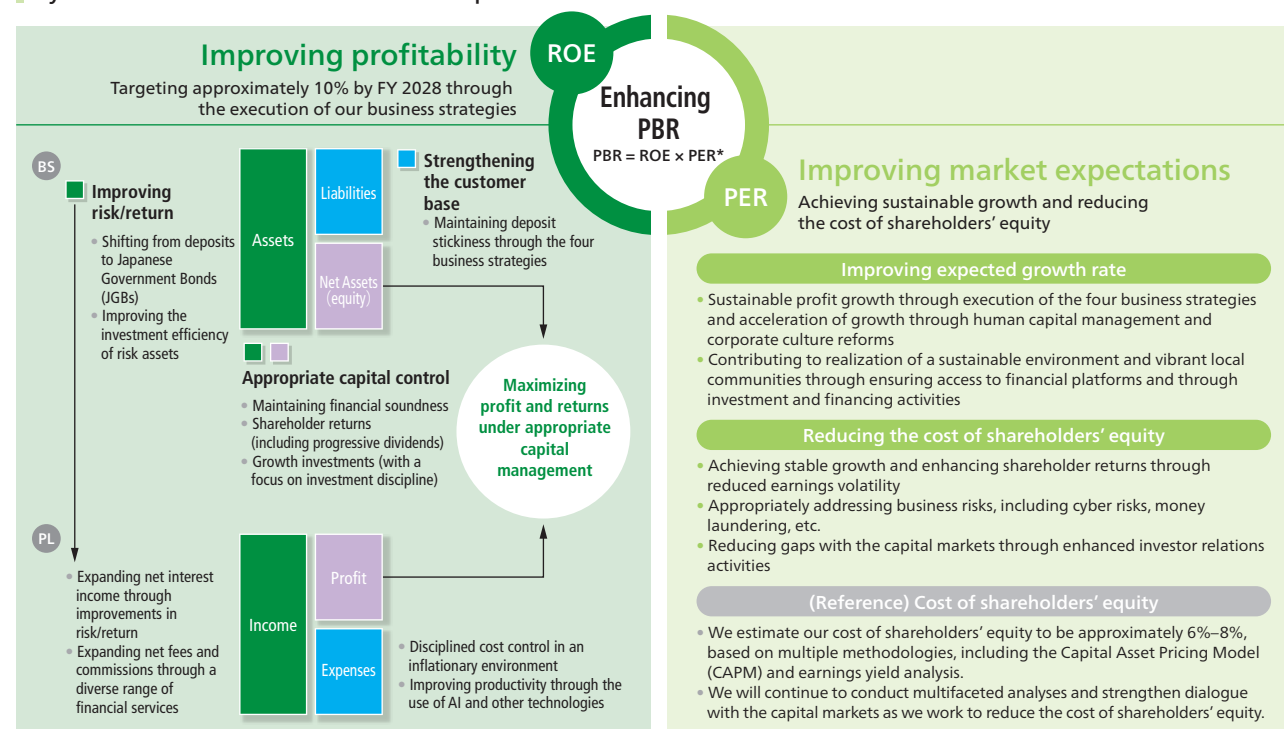
*2 Simple average of Mitsubishi UFJ Financial Group, Mizuho Financial Group, and Sumitomo Mitsui Financial Group.

Message from the CFO

As shown in Figure 5, the four business strategies presented in the new Medium-term Management Plan, together with the initiatives to strengthen the management foundation that support them, will contribute directly to improving ROE and increasing PER.

Figure 5

Cycle for sustainable enhancement of corporate value



* $PBR = ROE \times PER = \frac{ROE}{(\text{Cost of shareholders' equity} - \text{Expected earnings growth rate})}$

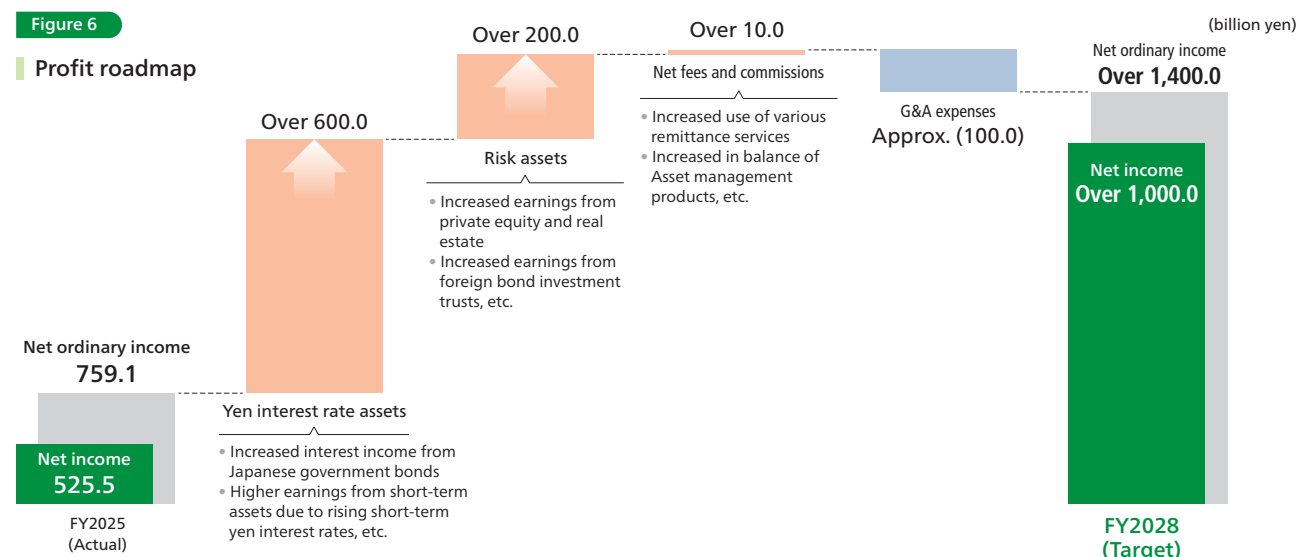
Sustainably improving ROE: Achieving our ambitious earnings targets

Under the new Medium-term Management Plan, we have set targets of approximately 10% ROE and net income of more than 1 trillion yen by fiscal 2028, representing a non-linear earnings growth trajectory that significantly exceeds our historical growth trend.

These earnings targets were established based on the environment surrounding the Bank and the challenges we face. They are not easily attainable low hurdles but rather targets that all officers and employees must work together to achieve.

Figure 6

Profit roadmap



Steady execution of our business strategies

The key to achieving these ambitious targets lies in the steady execution of the four business strategies set forth in the new Medium-term Management Plan.

Through our nationwide network of post offices and branches, we hold approximately 180 trillion yen in deposits entrusted to us by approximately 120 million accounts, primarily held by individual customers. As such, our first priority is to further strengthen this customer base.

Under the Digital Payment Business Strategy, we will strategically leverage the Yucho Bankbook App, which is used by more than 16 million customers, to offer services that are not only safe, secure, and convenient, but also provide beneficial services to customers.

Under the Consulting Business Strategy, we will expand our range of products and services, including through partnerships with external companies, and deliver services through an integrated mix of physical, remote, and digital channels.

Through these initiatives, we aim to become the financial institution of choice for our customers, while expanding Net fees and commissions and strengthening our customer base.

The Market Operations and Asset Management Business Strategy is designed to maximize the Bank's earnings through the management of funds entrusted to us by our customers.

Benefiting from rising domestic interest rates, earnings

Cost control

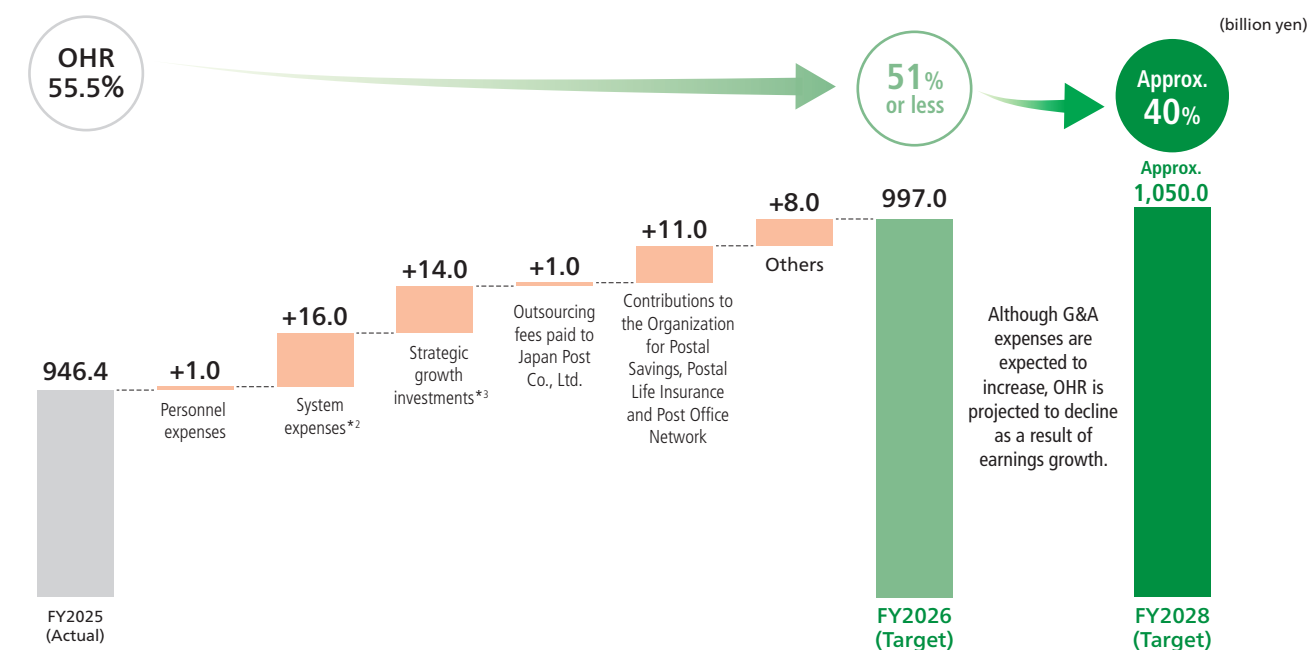
In addition to improving earnings power through the execution of our business strategies, disciplined cost control is essential to improving ROE.

We will continue to invest in cybersecurity and AML/CFT/CPF,* which are critical areas underpinning the Bank's credibility, while also making proactive strategic investments in productivity-enhancing initiatives, including AI.

* Anti-money laundering, countering terrorist financing, and countering proliferation financing.

Figure 7

Expense plan (G&A expenses and OHR*)



Note: The FY2026 (Target) figure does not equal the FY2025 (Actual) figure plus the sum of increases and decreases due to rounding and other factors.

*1 Based on operating results including gains (losses) on money held in trust.

*2 Excluding system expenses associated with strategic growth investments.

*3 Expenses related to growth investments associated with the promotion of business strategies and enhancement of management foundations under the new Medium-term Management Plan.

Message from the CFO

Capital control

Capital policy was one of the key themes discussed most intensively and carefully during the formulation of the new Medium-term Management Plan.

As shown in Figure 8, the Bank's capital policy is based on maximizing a cycle of maintaining financial soundness, achieving earnings growth through growth investments, and returning value to shareholders.

In addition, we aspire to be the most familiar and trusted bank throughout Japan. To ensure that we do not undermine that trust, we have traditionally maintained a minimum required capital level.

Under the new Medium-term Management Plan, however, in light of continued capital accumulation, we have revised our approach and established a target capital range based on the characteristics of the Bank's portfolio and various simulations.

Going forward, we will continue to pursue the optimal

(1) Further enhancement of shareholder returns

Shareholder returns are one of the most important themes of our capital policy. During the period covered by the new Medium-term Management Plan, we intend to maintain a dividend payout ratio of approximately 50% and implement progressive dividends in line with earnings growth.

For fiscal 2026, we plan to increase the annual dividend per share by 19 yen, to 93 yen, and will continue to expand dividends in line with earnings growth.

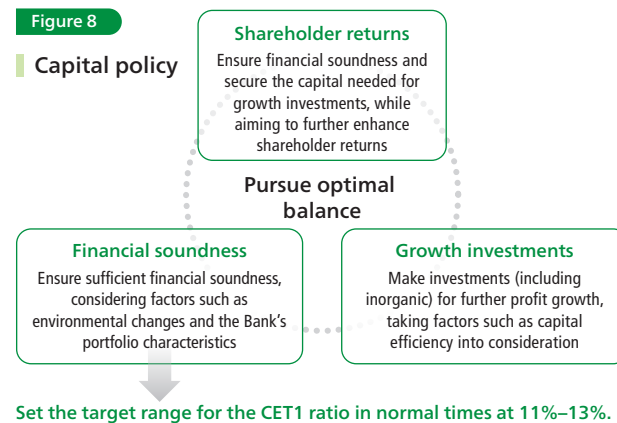
In addition, in fiscal 2025, the final year of the previous Medium-term Management Plan, we conducted share

(2) Ensuring financial soundness

Although the Bank is subject to Japan's domestic capital adequacy standards, we have managed our capital internally using the Common Equity Tier 1 (CET1) ratio under the international standards, reflecting factors such as the size of our overseas credit exposure.

Under the previous Medium-term Management Plan, our target level in normal times was approximately 10%. However, based on extensive simulations that took into

balance among shareholder returns, financial soundness, and growth investments while closely monitoring market conditions, and will strive to maintain appropriate capital management.



buybacks with the aim of strengthening shareholder returns and improving capital efficiency, reflecting the fact that we achieved earnings exceeding our target level.

We will continue to consider share buybacks for fiscal year 2026 and beyond, taking into account market conditions, growth investment opportunities, and the Japan Post Group's policy regarding its shareholding in the Bank.

Looking ahead, if earnings grow at a pace exceeding our targets, we would like to consider providing additional returns to shareholders in some form, taking into account our capital position.

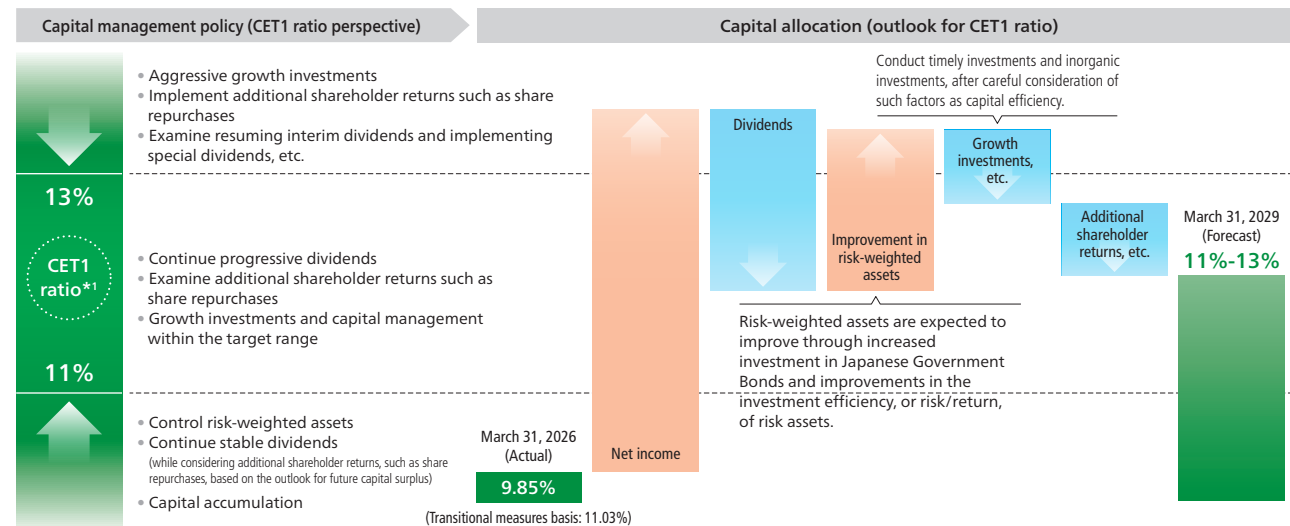
account factors such as the characteristics of our portfolio, including the high proportion of securities investments within our investment portfolio, we have revised our target range to approximately 11%–13%.

Our basic response policy for each capital level is shown in Figure 9.

Going forward, we will continue to closely monitor market conditions and manage capital within this target range, while maintaining a strong focus on financial soundness.

Figure 9

Capital management policy and capital allocation



*1 Based on the fully phased-in final Basel III framework, excluding unrealized gains on available-for-sale securities. Although the Bank is a domestic bank (required to maintain a capital adequacy ratio of 4% or more), due to the size of its overseas credit exposure and other factors, the Bank internally manages its CET1 ratio with the aim of maintaining the same level of capital management as large domestic financial institutions. The Bank monitors its CET1 ratio (Basel III finalization, on a transitional basis) and its capital adequacy ratio (domestic standards). Given its relatively high proportion of investments in marketable securities compared with other banks, and in light of current market conditions, the Bank has set a target range.

(3) Growth investments

To improve ROE and sustain the Bank's medium- to long-term growth, we will pursue growth investments more proactively and strategically than ever before.

At the same time, we will continue to steadily advance market investments that contribute to improving risk/return indicators, including RORA.

Improving PER (expected earnings growth rate): Reducing the cost of shareholders' equity and achieving sustainable growth

Reducing the cost of shareholders' equity

Under the new Medium-term Management Plan, we have also deepened our discussion of how we assess the cost of shareholders' equity. Based on calculations using multiple methodologies, we recognize that the Bank's cost of shareholders' equity is in the range of 6%–8%.

However, these figures are merely reference values derived from quantitative models. Through ongoing dialogue with investors, we intend to refine our assessment

Enhancing expected earnings growth

The Bank is both a financial institution with one of the largest retail networks in Japan and one of the world's leading institutional investors. By leveraging these strengths and steadily executing our four business strategies, we will work to achieve earnings growth and enhance corporate value.

In addition, as we strive to become the most familiar and trusted bank, we aim to contribute to addressing social challenges by ensuring stable access to financial platforms, helping to realize a sustainable environment and society, and

At present, a significant portion of the Bank's earnings is generated through market operations. Accordingly, through strategic growth investments, we aim to strengthen earnings capacity in areas such as the retail and asset management businesses and build a more resilient earnings base that is less susceptible to fluctuations in market conditions.

while taking market views into account.

To reduce the cost of shareholders' equity, it is important to lower earnings volatility and achieve stable earnings growth. We also recognize that it is essential to respond appropriately and in a timely manner to a range of business risks, including cybersecurity risks.

We will continue to engage in dialogue with investors and strive to achieve highly transparent management that minimizes the risk of negative surprises.

supporting the development of vibrant regional communities.

Supported by rising domestic interest rates, the Bank's share price reached a post-listing record high in 2026. However, the banking industry is generally susceptible to changes in market conditions.

By steadily executing the various strategies set out in the new Medium-term Management Plan, we aim to build the Bank's own enduring trust and value that are less dependent on the external environment.

To all our shareholders, including stakeholders and investors

When we announced the outline of our new Medium-term Management Plan in November 2025, we received extensive feedback, support, and encouragement from our stakeholders. I would like to once again express my sincere appreciation for your interest in the Bank's new strategy and for each of the comments you shared, which were both candid and constructive.

Approximately six months have passed since we announced the outline of the plan. During that time, we have carefully considered the feedback we received and engaged in extensive discussions within the Bank, culminating in the

formal announcement of the plan in May of this year.

Going forward, we will steadily execute the new Medium-term Management Plan and continue our journey toward realizing our vision.

We will continue to listen carefully to your feedback through our investor relations activities and other opportunities, and reflect it appropriately in our management, thereby enhancing corporate value on a sustainable basis.

We sincerely appreciate your continued understanding and support.

(Reference) Investor relations activities (FY2025)

Activities	Details
19th Ordinary General Meeting of Shareholders (FY2025)	Held on June 24, 2025
Briefings for individual investors	Conducted briefings for individual investors led by members of management. Number of sessions: 8; Number of participants: 1,178
Investor meetings	Semiannual briefings for institutional investors and analysts conducted by the President & CEO, Representative Executive Officer, Member of the Board of Directors. Number of sessions: 2; Number of participants: 242
Meetings with institutional investors and analysts	Conducted one-on-one meetings and other engagements with domestic and overseas institutional investors and analysts, led primarily by the Executive Officer in charge of IR, with participation from members of management, including the President & CEO, Representative Executive Officer, Member of the Board of Directors. Number of companies met: 695 (including 438 overseas institutional investors)
Conferences for institutional investors hosted by securities firms	Participated in conferences hosted by securities firms and conducted one-on-one meetings with overseas institutional investors led by the Executive Officer in charge of IR. Number of conferences attended: 8
Other IR events	Held small-group meetings between Outside Member of the Board of Directors and institutional investors to discuss the Bank's future vision, key challenges, cost of capital, ROE, and other topics
20th Ordinary General Meeting of Shareholders (FY2026)	Held on June 23, 2026

Key areas of interest for shareholders and investors

- Growth story envisioned under the new Medium-term Management Plan
- Progress in restructuring the yen interest rate portfolio
- Future capital allocation (growth investments and shareholder return policy)
- Outlook for new businesses that will support future growth
- Factors behind the upward revision of FY2025 earnings and dividend forecasts

Examples of disclosures made in response to shareholder and investor feedback

- Disclosed the outline of the new Medium-term Management Plan in advance of the formal announcement
- Disclosed the medium- to long-term earnings growth outlook in a higher interest rate environment, as well as the long-term target profile of the Japanese government bond portfolio
- Disclosed investment status information to address concerns regarding private credit investments
- In response to requests for clearer key messages, revised investor presentation materials to highlight the main points at the beginning of each page

Message from an Outside Member of the Board of Directors



Governance supporting the long-term enhancement of Japan Post Bank's corporate value

Keiji Nakazawa

Outside Member of the Board of Directors
Member of the Audit Committee, Member of the Compensation Committee, and Chair of the Meeting of Independent Outside Directors

PROFILE

- 2003 Chief Financial Officer, Home Network Company of Sony Corporation
- 2004 Group Executive Officer of Sony Corporation, and Representative Director and Chief Financial Officer of S-LCD Corporation
- 2010 Executive Officer, Senior Vice President of Sony Corporation
- 2017 Vice President of McDonald's Company (Japan), Ltd.
- 2022 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Governance framework of Japan Post Bank

A majority of the members of Japan Post Bank's Board of Directors are outside directors, and the Board engages in active discussions among members who possess extensive knowledge, experience, and insight, including those with corporate management experience.

We Outside Members of the Board of Directors engage in dialogue with executive officers and other senior management to deepen our understanding of the challenges they face today and may face in the future, as well as their approaches to organizational management and business operations. We also visit frontline locations, including directly operated branches and post offices throughout Japan, and provide advice on management from a multifaceted perspective. As a Member of the Board of Directors, Member of the Audit Committee, and Member of the Compensation Committee, I support the strengthening of the governance framework from the perspectives of accounting, finance, auditing, internal controls, and risk management. At the same time, I place great importance on the voices of employees who interact directly with customers, regardless of the positivity or negativity of the information, and have proposed monitoring mechanisms that incorporate those frontline perspectives.

In addition, Japan Post Bank has established the Meeting of Independent Outside Directors, which is composed exclusively of Independent Outside Members of the Board of Directors and serves as a forum for exchanging information and sharing perspectives on important management issues, including governance.

As Chair since fiscal 2024, I have worked to deepen understanding of Japan Post Bank's history and the background to its privatization. Depending on the topic, I actively engage in discussions not only with outside directors but also with internal directors on practical matters, including how management can take on new business challenges and create added value in light of the business environment.

I have a strong sense that the various views expressed by outside directors are being fully reflected in Japan Post Bank's management and lead to an increase in corporate value in the most effective manner possible.

Strengthening risk management

Based on my experience with the Sony Group Risk Office, I believe that changes in the business environment and technological innovation inevitably bring about significant shifts in a company's competitive advantages, and that a company's strength lies in how effectively it responds to those changes.

Japan Post Bank's risk management framework functions effectively under the oversight of the Board of Directors, supported by the Nomination Committee, Compensation Committee, and Audit Committee, each of which is composed of a majority of outside directors. In addition, the Bank has established a Risk Committee, which is operated by three directors, including two outside directors, together with external experts in finance and IT. The Committee supports effective portfolio management that appropriately balances risk-taking and financial soundness, while ensuring sound management of risks related to IT and systems, which form the foundation of the Bank's operations.

Japan Post Bank is required to manage risks in its market operations and asset management businesses, which account for the majority of its earnings, and to address a wide range of other risks, including major earthquakes and natural disasters, cybersecurity threats, infectious diseases, and risks associated with social media and AI. In unforeseen situations that cannot be addressed through manuals alone, sound judgment and swift action on the part of frontline employees may be required. At the same time, the Bank is committed to developing its human capital through initiatives that include fostering strong communication and cooperation between head office and the frontline, as well as personnel exchanges.

Growth strategy for enhancing corporate value over the medium to long term

Based on Japan Post Bank's vision of where it aims to be 15 years from now, the Board of Directors spent two years discussing a wide range of topics before deciding on a new Medium-term Management Plan. Among those discussions, the area that attracted my particular attention was growth strategy. The execution of management strategies and business plans always involves uncertainty. If risks materialize along the way, strategies and plans must be revised accordingly. With this in mind, I provided opinions and recommendations based on my own experience and insights, believing that the Medium-term Management Plan should fully incorporate changes in the operating environment to ensure the achievement of its objectives.

I believe that economic value and social value are inseparable when it comes to enhancing Japan Post Bank's corporate value. From the perspective of economic value, I believe the Bank can achieve a double-digit return on equity (ROE) over the medium to long term. However, a company cannot thrive over the long run unless society and its customers are made better off. New businesses and initiatives that bring smiles to customers and local communities are beneficial from the standpoint of developing future management talent, and it is equally important to nurture such efforts from a long-term perspective.

Building on these two perspectives, I provide opinions and recommendations at meetings of the Board of Directors regarding business strategies aimed at enhancing corporate value and addressing social issues.

Enhancing human capital management to achieve sustainable growth and increase corporate value

As Japan Post Bank continues its transition from a public-sector institution to a private-sector company, it is expected to preserve the strengths traditionally associated with the public sector, such as fairness and a strong sense of responsibility, while also succeeding in an increasingly competitive business environment and achieving sustainable growth and enhancing corporate value.

Under President Kasama's leadership, I believe the Bank has built a strong team of highly capable senior executives. However, developing younger employees is essential to achieving sustainable growth over the medium to long term. It is important to provide entrepreneurial-minded individuals—those who think creatively about how Japan Post Bank can continue to grow in the future and who are willing to learn from setbacks—with a wide range of experiences. This belief is based on my own experience at Sony, where the knowledge and experience gained through the 1982 project to introduce microcomputers to the United States contributed significantly to the successful entry of personal computers into the U.S. IT market in 1995.

On the other hand, with respect to the veteran employees who have long supported the Bank, I believe it is necessary to further improve the working environment, including reviewing evaluation methods and compensation systems, so that they can continue to apply their experience and skills

and remain active and engaged as they advance into the senior workforce. Even in an era of dramatic changes in the external environment, it is ultimately people who manage those changes. For this reason, I intend to place particular emphasis on these perspectives in supporting the further advancement of Japan Post Bank's human capital management.

Bringing smiles and happiness to all stakeholders

Japan Post Bank's management philosophy is to be "the most familiar and trusted bank." As a trusted brand, the Bank has received tremendous support from its stakeholders, including customers and shareholders. Through my experience at Sony and McDonald's Japan, I have learned firsthand that placing customers first and becoming a trusted company are essential. Only by establishing strong brand value founded on trust can a company earn customers' loyalty and provide services they can use with confidence.

Throughout Japan, the strong brand value enjoyed by the Japan Post Group and Japan Post Bank is a significant strength, and I believe that enhancing that value requires the steady accumulation of sincere efforts in all aspects of corporate activity.

The inappropriate handling of non-public financial information that came to light within the Japan Post Group in September 2024 resulted in damage to the brand value of the Group as a whole, and I take very seriously the Bank's responsibility as the organization that entrusts operations to post offices. As a Member of the Audit Committee, I recommended the establishment of mechanisms to appropriately manage the quality of sales activities and other operations at post offices, and in May 2025, Japan Post Bank established the Office for post office sales operations. The Audit Committee will continue to closely monitor the organization to ensure that it functions effectively and that Japan Post Bank fulfills its responsibilities in overseeing operations entrusted to post offices.

In addition, not only with respect to this incident but more broadly, I will regularly exchange information with the Audit Committees and Audit and Supervisory Board of Group companies and fulfill my responsibilities to help ensure that the brand value of the Japan Post Group as a whole is not impaired.

Japan Post Bank and post offices are located throughout Japan and play an important role in supporting regional financial infrastructure, even in areas where major banks do not have branches. For this reason, it is essential to continue to uphold the strong brands of Japan Post Bank and the post office network, together with the trust placed in them by customers.

I hope that Japan Post Bank will continue to be a bank that delivers smiles and happiness to all stakeholders, including customers and shareholders, and one that continues to earn their trust and support for years to come. To that end, I will continue to fulfill my responsibilities as an Outside Member of the Board of Directors and provide my full support.

Employee Messages
For the Happiness of our Customers and Employees

"We Will Build the Next JAPAN POST BANK Together."

At JAPAN POST BANK, our Purpose is to aim for the happiness of our customers and employees, and to contribute to the development of societies and local communities. Guided by this Purpose, each of our employees across Japan is committed to creating value for our customers and all other stakeholders.



Chugoku Regional Headquarters*5

General Affairs Department
Miho Sugawara

"Building Strong Connections"

I am committed to helping our branch employees build stronger relationships with customers so that they can provide an even higher standard of customer service.



Nagano Administration Service Center*4

Partner Division
Daiki Kitamura

"Being Approachable"

I carry out my work each day with the goal of building relationships in which customers and colleagues alike feel comfortable seeking advice, while working closely with those around me.



Kanazawa Branch

Corporate Services Department*2

Mai Ohashi

"Being the Financial Institution Closest to Our Customers"

Whenever I see an opportunity to create value for our customers, I take action. By putting customers first in everything I do, I hope to remain a trusted and familiar presence in their daily lives.



Sapporo Higashi Branch

Financial Services Department*1

Minami Kunikane

"A Familiar Presence that Brings Peace of Mind"

By valuing every interaction, no matter how small, and treating each one with care, I hope to reinforce the image of JAPAN POST BANK as a bank that is always close at hand and one customers can rely on whenever they need us.



Tohoku Regional Headquarters*5

General Affairs Department
Kyohei Abe

"Always being sincere"

By treating both customers and fellow employees with sincerity, and by responding thoughtfully and honestly, I aim to build trust and contribute to creating a bank that customers can use with confidence and a workplace where employees feel secure.



Naha Branch

Financial Services Department*1

Yui Matsumoto

"Compassion"

I always ask myself what I can do to bring a smile not only to our customers but also to everyone I interact with. With compassion and sincerity, I strive to make a positive difference every day.



Osaka Operation Support Center*3

Document Management Division
Hideki Sugiyama

"Delivering Warmth in Every Interaction"

I carefully listen to every customer comment and remain committed to providing services that customers can use with confidence and peace of mind.



Head Office

Marketing Department
Yosuke Saiki

"A Financial Institution Chosen by Customers"

Through my daily work, I strive to ensure that JAPAN POST BANK continues to be the financial institution chosen by more customers by approaching every challenge with strategic thinking and flexibility.



Notes

- *1 Financial Services Department: Provides over-the-counter banking services, including proposing financial products and services to individual customers and offering consultation on asset management, such as investment trusts.
 - *2 Corporate Services Department: Provides proposals and support for a variety of financial services to corporate and institutional customers.
 - *3 Operation Support Centers: Handles specialized operations such as inheritance procedures and reviews various applications submitted through digital channels and branch counters.
 - *4 Administration Service Centers: Provides operational and sales support to post offices and responds to operational inquiries from post offices.
 - *5 Regional Headquarters: Performs regional headquarters functions, including planning and administrative management.
- Note: Department and office names are as of March 31, 2026.

Our History

Only 917 Customers at the Beginning*¹
Today, approximately 120 million accounts are entrusted to us.
The trust we have built together with our customers over the past 150 years forms the foundation for our future. As we continue our journey of value creation, we will strengthen returns to all stakeholders while contributing to the sustainable development of society and local communities.

*¹ Source: Maejima Hisoka Ichidaiki

1875 >>>

The fourth Postal Savings System to be established worldwide*²
A Financial Network That Accelerated Japan's Modernization and Enriched People's Lives

The Role of Japan Post Bank

1885 Ministry of Communications
1949 Ministry of Posts and Telecommunications

2001 Ministry of Internal Affairs and Communications / Postal Services Agency
2003 Japan Post Corporation

Fostering a culture of saving across Japan

1875 • Postal money order and postal savings services launched



"Never hesitate to work behind the scenes. Always keep in your heart the desire to act for the benefit of others."
— Hisoka Maejima

"Our relationship with customers has been passed down for 150 years."

Building the nationwide post office network

1906 • Postal Transfer Service launched
1941 • Fixed-Amount Postal Savings and Installment Postal Savings introduced

2007 >>>

Postal Savings to JAPAN POST BANK
—Continuing Our Journey of Growth

2007 JAPAN POST BANK Co., Ltd. (privatization)

2005 • Sales of investment trusts began

Expanding global asset allocation

"Today's net interest income, which is the core of our earnings, is the result of steadily building a global asset allocation over many years."

2009 • Interbank fund transfer services launched through the Zengin System
2013 • Investment in ATM Japan Business Service, Ltd.

Expanding Products and Services Contributing to Regional Development Through the national investment and loan programs

1970 • Electronic Data Processing System (EDPS) introduced

1973 • "Yuyu Loan" depositor loan program launched

1975 • "Original Piggy Bank Design Contest" established to commemorate the 100th anniversary of the postal savings service (currently the Yucho Idea Piggy Bank Contest)

The foundation of today's online network

1978 • Online system service launched
1981 • ATM services introduced
• Integrated passbook service launched

The beginning of fund management

1987 • Independent investment management of Postal Saving assets commenced

2015 >>>

Responding to a Changing Environment and Moving to a New Stage

2015 Listed on the First Section of the Tokyo Stock Exchange
2018 Medium-term Management Plan 2018–2020

2015 • Investment in JP Asset Management Co., Ltd.
2016 • Professional Career System introduced
• Investments in Regional Vitalization Funds commenced
2018 • Japan Post Investment Corporation (JPIC) established
• Expansion of strategic investment assets
2020 • Yucho Bankbook App launched



"The Yucho Bankbook App has grown to 16.62 million registered accounts in only about six years!"

2021 >>>

Accelerating Our Value Creation Journey
Toward Becoming Japan's Leading Comprehensive Financial Platform
A Leading Global Market Player

2021 Medium-term Management Plan 2021–2025
2022 Transition to the Prime Market of the Tokyo Stock Exchange

2022 • Launch of discretionary investment services (Yucho Fund wraps)
2023 • Secondary offering of JAPAN POST BANK shares by Japan Post Holdings

Rebuilding the Yen Interest Rate Portfolio

2024 • Continued compliance with TSE Prime Market listing standards
• Yucho Tetsuzuki App launched
• JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. established
2025 • Tertiary offering of JAPAN POST BANK shares by Japan Post Holdings
• Corporate mascot "Haricho" introduced

2026 >>>

2026 Medium-term Management Plan 2026–2028

2026 • Japan Post Bank Asset Management Co., Ltd. established through the merger of JP Asset Management Co., Ltd. and Japan Post Investment Corporation.



"So that's how Japan Post Bank Asset Management was created!"

Medium-term Management Plan 2026–2028
Four Business Strategies

Business Strategy 1 P.34-35
Digital Payment Business Strategy

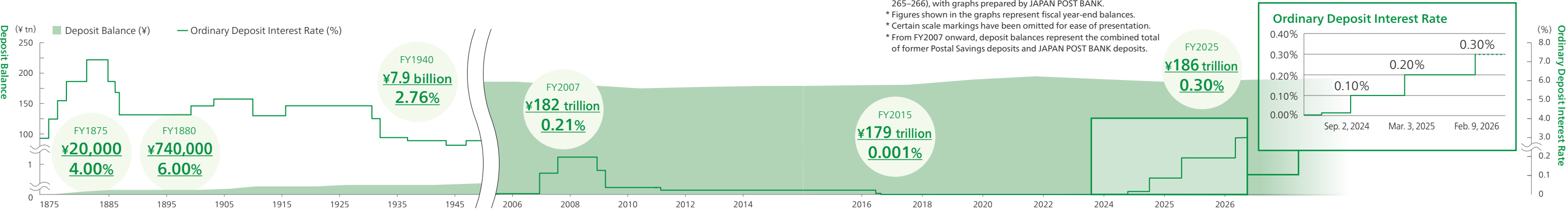
Business Strategy 2 P.36-37
Consulting Business Strategy

Business Strategy 3 P.38-41
Market Operations and Asset Management Business Strategy

Business Strategy 4 P.42-43
Regional and Corporate Solutions Business Strategy

2040

Trends in Deposit Balance and Ordinary Deposit Interest Rate



Notes

* Based on Everything for Our Customers: The 150-Year History of Japan Post (pp. 265–266), with graphs prepared by JAPAN POST BANK.
* Figures shown in the graphs represent fiscal year-end balances.
* Certain scale markings have been omitted for ease of presentation.
* From FY2007 onward, deposit balances represent the combined total of former Postal Savings deposits and JAPAN POST BANK deposits.

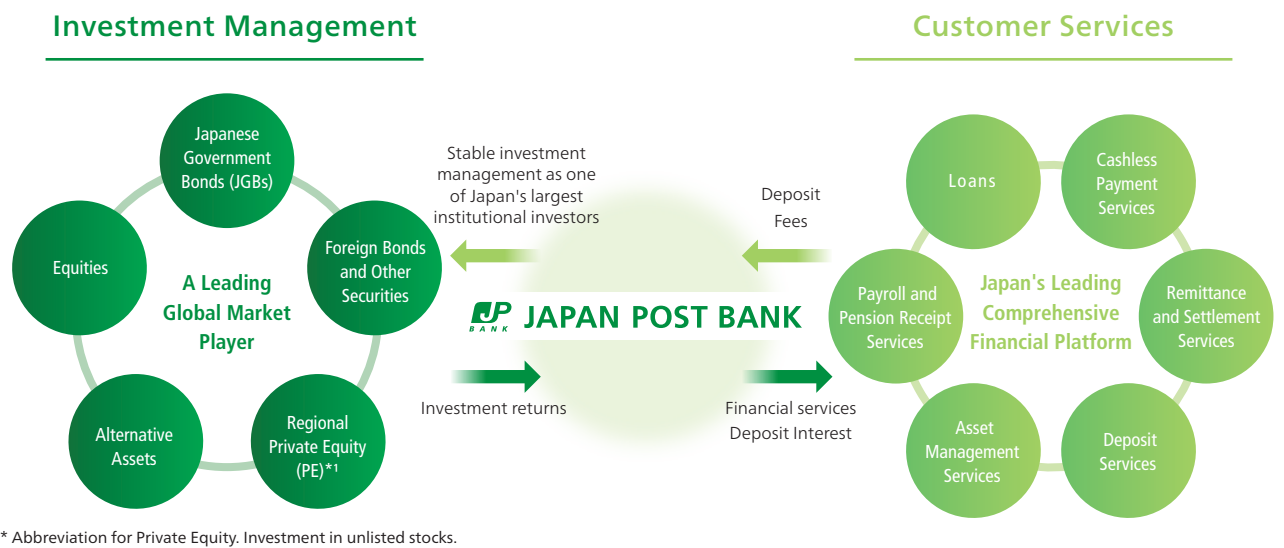
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Business Model

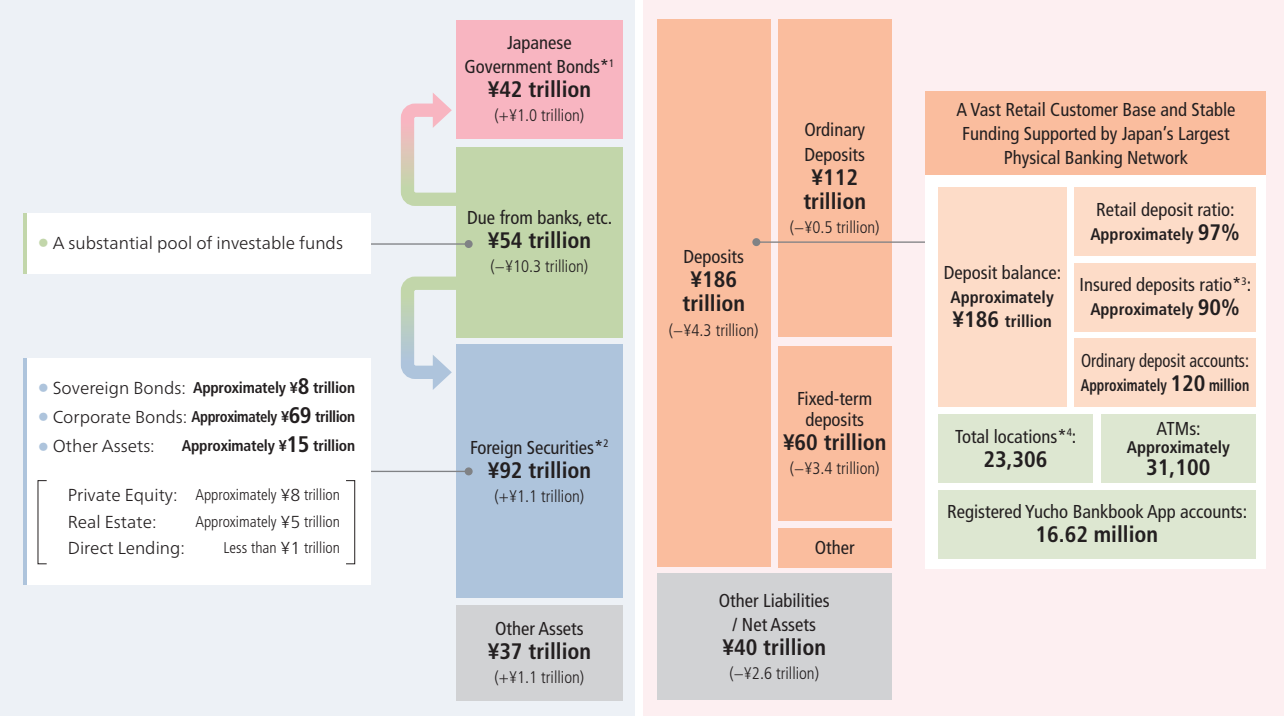
Japan Post Bank aims to become “the most familiar and trusted bank.” Through the nationwide post office network, we have long provided safe, secure, and convenient financial services to customers of all generations across Japan. Leveraging the deposits entrusted to us by our customers, we invest both in Japan and overseas under a disciplined risk management framework, with the aim of generating stable and sustainable investment returns.

In addition to providing financial services that are safe, secure, and convenient, we are enhancing the value we offer by making our services even more rewarding for customers. Through these efforts, we will further strengthen our customer and deposit base while expanding net fees and commissions. At the same time, we will pursue new sources of earnings, including our entry into the asset management business, to further enhance profitability.



Balance Sheet (Non-consolidated) Total Assets: ¥226 trillion (down ¥7.0 trillion)

Note: As of March 31, 2026. Figures in parentheses indicate the change from March 31, 2025.



*1 Includes Japanese government bonds held in money held in trust.
*2 Includes real estate funds, direct lending funds, and infrastructure debt funds held in money held in trust.
*3 Ratio of the approximate amount equivalent to deposits covered by the deposit insurance system under the Deposit Insurance Act to the total deposit balance.
*4 Includes post offices.

Realizing Our Medium- to Long-term Vision

- “Japan’s leading comprehensive financial platform,” meeting customers’ diverse needs and accompanying them through life
- “A leading global market player” aiming to increase the value of customers’ assets and realize a sustainable society through investment in Japan and overseas



Note: LTV (Lifetime Value): The profit and value a customer generates for a company over the course of the customer relationship.

Earnings Structure

The majority of our earnings is generated from net interest income, etc. from market investment activities. At the same time, net fees and commissions, which represent our fee-based income, have continued to expand. Through the steady execution of the four business strategies under the New Medium-term Management Plan, we aim to increase both net interest income, etc. and net fees and commissions while achieving sustainable profit growth through disciplined cost management.

FY2025 Results and FY2026 Forecast (Consolidated)

	FY2025 (Initial)	FY2025 (Revised)	FY2025 (Actual)	FY2026 (Forecast)
Net interest income, etc. *	14,760	15,100	15,363	17,820
Net fees and commissions	1,630	1,650	1,675	1,700
General and administrative expenses	9,580	9,540	9,464	9,970
Net ordinary income	6,800	7,200	7,591	9,550
Net income attributable to owners of parent	4,700	5,000	5,255	6,600

(¥100 million)

Enhancing Investment Returns: Promote the Market Operations and Asset Management Business Strategy and the Regional and Corporate Solutions Business Strategy.

Expanding Fee Businesses: Promote the Digital Payment Business Strategy, Consulting Business Strategy, and Regional and Corporate Solutions Business Strategy, including collaboration with partner companies.

Cost Control: Continue investing proactively in initiatives that will drive future earnings growth while maintaining disciplined and effective cost management.

Note: Financial forecasts are based on information available as of the date of publication. Actual results may differ materially due to various factors. Net interest income, etc. represent income from fund management activities less funding costs, including gains and losses on sales, etc.

At a Glance — Our Strengths

Over the course of approximately 150 years, Japan Post Bank has built up a wide range of management capital that forms the foundation of our strengths. Leveraging these strengths, we are committed to enhancing corporate value as we strive to become Japan’s Leading Comprehensive Financial Platform and a leading global market player.

Financial Capital

Japan Post Bank is one of the world’s leading institutional investors, managing approximately ¥223 trillion in assets funded primarily by individual deposits.

While continuously enhancing our risk management framework, we have pursued an optimal investment portfolio by combining yen interest rate assets, including Japanese government bonds (JGBs) and due from banks, etc., with risk assets such as foreign securities.

Funding and Capital Base

Total investment assets
¥223.0 trillion

Deposit balance
¥186.1 trillion

Shareholders’ equity
¥10.0 trillion

Investment Portfolio

Category	Percentage
Japanese Government Bonds	18.5%
Due from banks, etc.	24.4%
Foreign securities, etc.	39.5%
Other (Local government bonds, corporate bonds, money held in trust, loans, short-term investments, etc.)	17.4%

Profitability

Net income attributable to owners of parent (consolidated)
¥525.5 billion

ROE based on shareholders’ equity (consolidated)
5.30%

Soundness

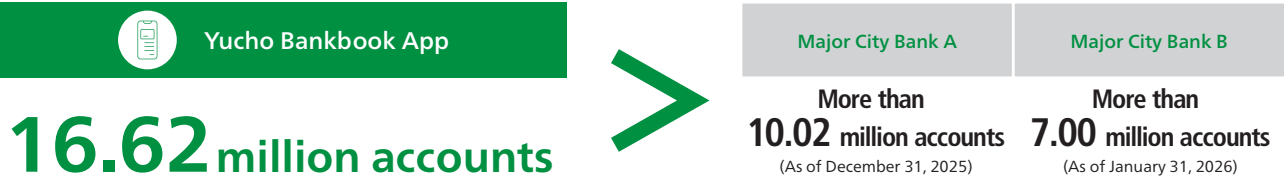
Capital adequacy ratio (domestic standard) (consolidated)
14.93%

CET1 (Common Equity Tier 1) ratio (international standard) (consolidated)*
Fully implemented basis: **9.85%**
Transitional basis: **11.03%**

* Basel III finalization basis, excluding unrealized gains on available-for-sale securities.

Position

Comparison of Registered Banking App Accounts



Source: Prepared by Japan Post Bank based on publicly available information. Definitions may differ among financial institutions.

Non-financial Capital

Human Capital

Guided by our Human Resources Strategy, which is built on the three pillars of Encourage Growth, Enhance Job Satisfaction, and Effectively Utilize Diversity, we have fostered an organization where diverse talent across Japan can thrive. Together with our employees, we aim to build a workplace filled with vitality and enthusiasm while enhancing corporate value.



Intellectual Capital

We are promoting both strategic IT investments to support new growth and IT investments that ensure stable and sustainable business operations, while designing a sustainable future IT architecture capable of responding to changes in society and the business environment.



Social and Relationship Capital

Through our nationwide network of branches and ATMs, together with digital channels such as the Yucho Bankbook App, which has grown to 16.62 million registered accounts, we have continued to provide financial services that are safe, secure, and convenient. With approximately 120 million ordinary deposit accounts, equivalent to Japan’s entire population, our services support people’s daily lives and serve as an indispensable part of the nation’s financial infrastructure.

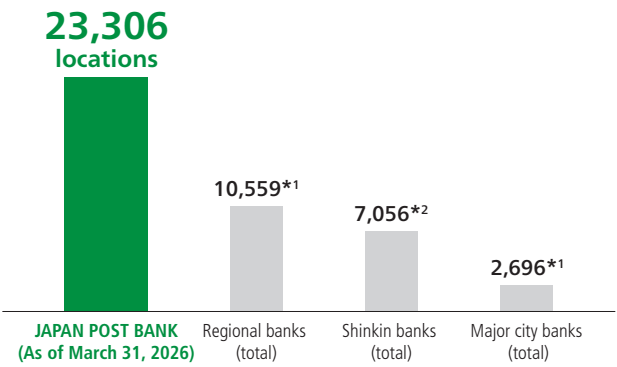
Customer Base



Network Infrastructure



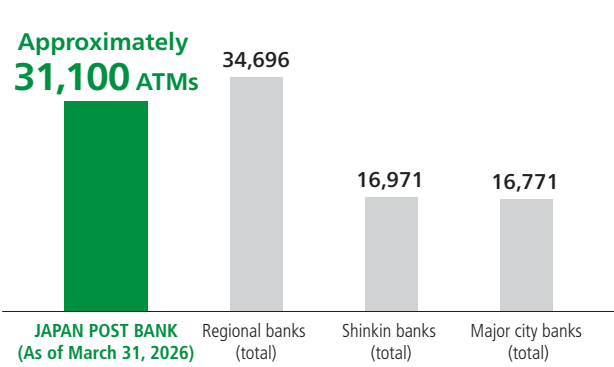
Network Comparison



^{*1} Japanese Bankers Association website, Analysis of Financial Statements of Japanese Banks (Capital, Number of Branches, Number of Bank Agents, and Number of Officers and Employees of Japanese Banks). Total number of domestic head offices, branches, and sub-branches of major banks (5 banks) and regional banks (97 banks). (As of September 30, 2025).

^{*2} Shinkin Central Bank Research Institute website, Shinkin Bank Statistics (Number of Branches, Members, and Full-time Officers and Employees). Total number of branches and sub-branches.

Comparison of ATM Network



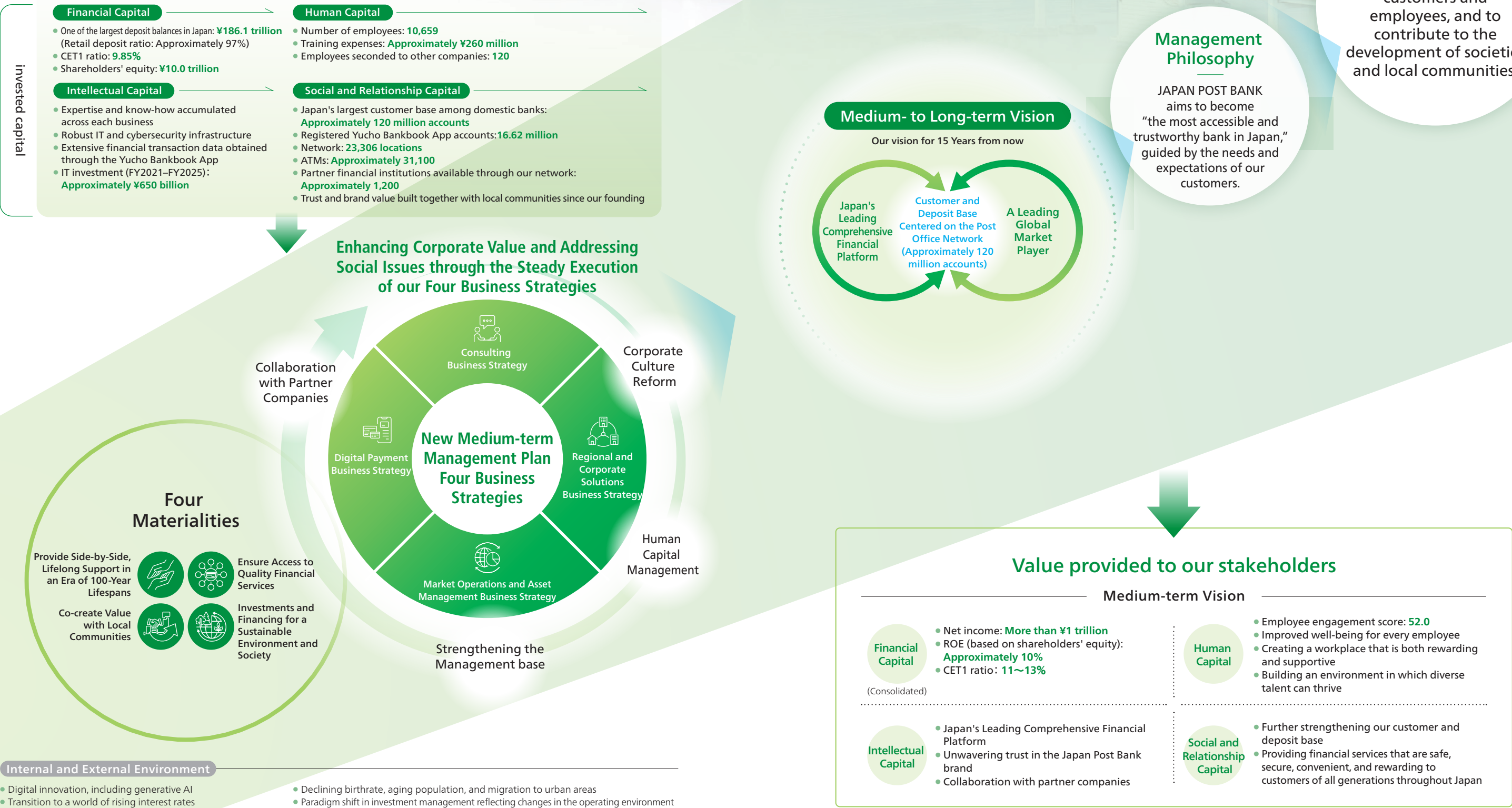
Source: Japanese Bankers Association, Payment Statistics Yearbook 2025, total number of CDs and ATMs (as of September 30, 2025).

Value Creation Process

JAPAN POST BANK Embarks on a New Stage

Japan Post Bank has entered a new stage of growth, supported by the accumulation of diverse forms of capital, including a strong customer base cultivated over approximately 150 years of history.

By steadily executing the New Medium-term Management Plan, we aim to realize our Purpose, achieving growth beyond historical trends, and continuously enhance both corporate value and social value.



Notes

1: CET1 ratio is based on the international standards, the Basel III final framework on a fully loaded basis, excluding unrealized gains on available-for-sale securities.

2: The employee engagement score is based on the survey provided by Link and Motivation Inc., where the average score of participating companies is standardized at 50.

New Medium-term Management Plan (FY2026–FY2028)

Overview of the New Medium-term Management Plan (FY2026–FY2028)

The environment surrounding Japan Post Bank is undergoing significant changes, including the transition to a world with positive interest rates, rapid digitalization, and changes in customers' lifestyles. As even greater changes are expected in the years ahead, the Bank is embarking on a new stage of growth.

In formulating the New Medium-term Management Plan, we established our Medium- to Long-term Vision, describing

where we aspire to be 15 years from now, based on changes in the internal and external environment as well as our Purpose and Management Philosophy.

Positioned as the first step toward realizing this vision, the New Medium-term Management Plan sets out four business strategies. Through their steady execution, we will continue to pursue the sustainable enhancement of corporate value.



Our Business Strategies and Supporting Management Base

Under the Digital Payment Business Strategy, we aim to further enhance customer convenience by creating a world that offers not only safe, secure, and convenient but also beneficial financial services.

Through the Consulting Business Strategy, we will provide financial consulting services that support customers throughout their lives via physical, digital, and remote channels. In addition to our existing products, we will introduce new products and services that meet diverse customer needs, including through collaboration with partner companies.

Under the Market Operations and Asset Management Business Strategy, we will further improve risk/return by optimizing our investment portfolio based on the dual pillars of Japanese government bonds and risk assets. At the same time, we will pursue a distinctive asset management business centered on Japan Post Bank Asset Management Co., Ltd.

Under the Regional and Corporate Solutions Business Strategy, we will promote domestic private equity investments centered on our subsidiary, JAPAN POST BANK CAPITAL PARTNERS Co., Ltd., strengthen relationships with regional financial institutions, and expand payment solutions for corporate customers, thereby developing a comprehensive corporate business.

The steady execution of these business strategies will directly contribute to advancing the four materialities (see Pages 30–33) that are linked to our business strategies, enabling us to enhance corporate value while addressing social issues.

To achieve this, we will place even greater emphasis on human capital management and corporate culture reforms as well as on enhancing our management base. In particular, we will accelerate company-wide operational reform and productivity improvements by leveraging technologies such as AI.

Profit Growth and Capital Policy

Under the New Medium-term Management Plan, we have established targets of net income of more than ¥1 trillion and ROE of approximately 10% for FY2028.

Through the execution of our four business strategies, we will achieve profit growth while maintaining the optimal balance among shareholder returns, financial soundness, and growth investments.

Regarding shareholder returns, we target a dividend payout ratio of approximately 50% and will provide progressive dividends through profit growth.

We will also consider share repurchases, taking into account market conditions, growth investment opportunities, and the Japan Post Group's policy of holding shares in Japan Post Bank.

Financial Targets and KPIs under the New Medium-term Management Plan

		FY2025 Results	FY2028 Target
Financial Targets (Consolidated)	Net income	¥525.5 billion	Over ¥1 trillion
	ROE (based on shareholders' equity)	5.30%	Approximately 10%
	OHR (including gains/losses on money held in trust)	55.51%	Approximately 40%
	CET1 Ratio* ¹ (Normal-time Target)	9.85%	11%–13%* ²

	KPI	FY2025 Results	FY2028 Target
Digital Payment Business Strategy	Registered Yucho Bankbook App accounts	16.62 million	25 million
Consulting Business Strategy	Users of long-term asset-building programs* ³	920 thousand	1.1 million
Market Operations and Asset Management Business Strategy	Net interest income, etc.* ⁴	¥1,536.3 billion	Over ¥2.3 trillion
Regional and Corporate Solutions Business Strategy	GP investment execution by subsidiaries	24 investments / ¥19.1 billion	60 investments / Approximately ¥60.0 billion
Human Capital Management	Employee engagement score* ⁵	48.1	52.0

*¹ International standards, based on fully phased-in final Basel III framework (excluding unrealized gains on available-for-sale securities).

*² Target range for FY2026–FY2028.

*³ Total number of customers using NISA, iDeCo, and the National Pension Fund (subject to prior notification regarding for new business). Customers using multiple programs are counted in each applicable program.

*⁴ Consolidated, management accounting basis.

*⁵ Score based on the employee engagement survey provided by Link and Motivation Inc. The average score of companies participating in the survey is standardized at 50.

Materialities

Japan Post Bank has newly identified its materialities (material issues) in conjunction with the launch of the New Medium-term Management Plan. We define these materialities as important social issues to be addressed through our business strategies, and through addressing them, we aim to realize our Medium- to Long-term Vision and Purpose.

In identifying these materialities, the Sustainability Committee, comprising executive officers from all divisions, held a total of four discussions over a period of one and a half years beginning in 2024. Throughout this process, we repeatedly reviewed and refined the evaluation* of topics, the method of consolidating them, and even their wording. We also conducted these discussions in close alignment with the Medium-term Management Plan and ultimately identified four materialities linked to our business strategies.

* In addition to assessing the impact on the Bank's corporate value (single materiality), the Bank also adopted a double materiality approach that evaluates the impacts of its business activities on society.

For details of the materiality identification process, please refer to the Sustainability Focus Report.

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

Sustainability Management



Materiality Identification Process

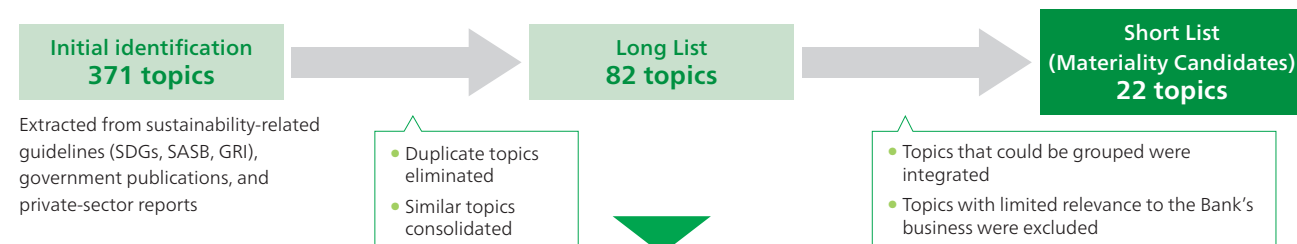
► Step 1 Initial identification → Long List → Short List

Beginning in 2024, the Bank conducted analyses of the internal and external environment. After defining its stakeholders and value chain, it examined long-term social and environmental trends (megatrends) and discussed the findings at the Sustainability Committee.

Based on these analyses, the Bank identified topics that could serve as candidates for materialities and selected 22 candidate topics.

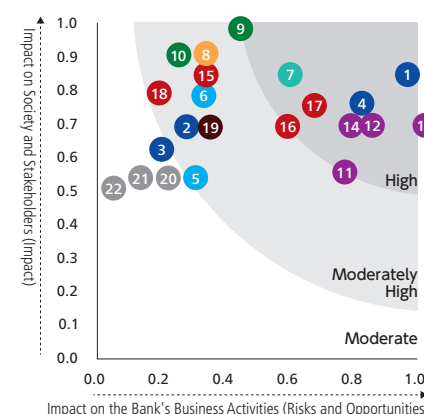
The identification process covered not only global issues such as climate change but also Japan-specific and regional issues that reflect the characteristics of the Bank's business.

During the screening process, topics with limited relevance to the Bank's business, such as animal rights and food security, were excluded, while related topics were grouped together where appropriate.



► Step 2 Interviews with Relevant Departments and Impact Mapping

We assessed 22 topics by evaluating risks and opportunities (horizontal axis) in terms of their impact and likelihood in accordance with the Bank's Risk Appetite Framework, while impacts (vertical axis) were assessed with reference to guidance published by the European Financial Reporting Advisory Group (EFRAG) from the perspectives of scale, scope, irremediability (for negative impacts only), and likelihood. To ensure that the assessment was fully aligned with the views of the departments responsible for implementation, we conducted face-to-face interviews primarily with department and office managers from 16 relevant departments and offices, confirming that no perspectives had been overlooked and refining the assessments where necessary.



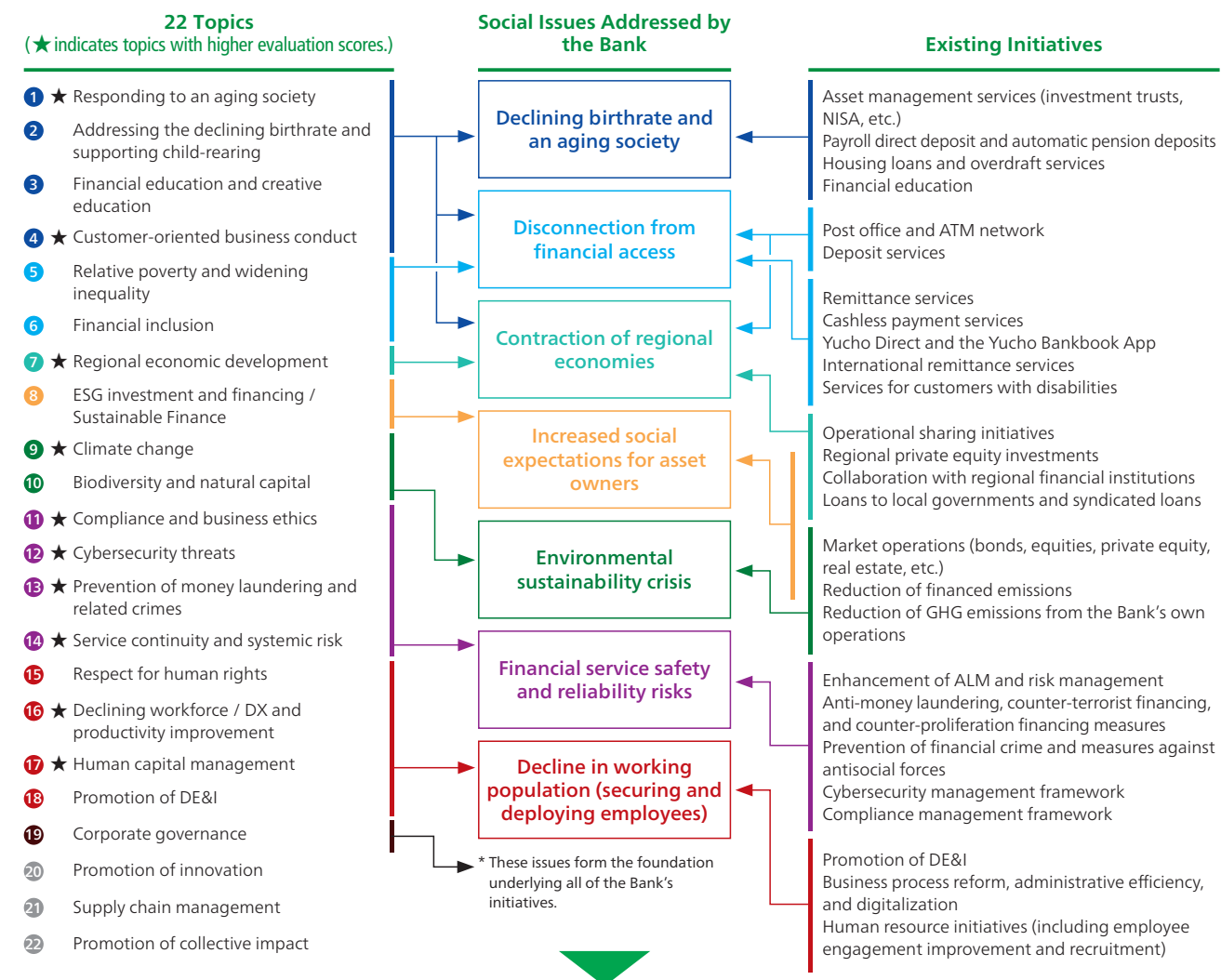
* For the 22 topics, see Step 3.

► Step 3 Discussion of Direction and Prioritization of Issues

Following further internal discussions, the Bank concluded that, rather than simply selecting the highest-scoring topics from the 22 identified topics as its materialities, it would be more appropriate to reflect the significance of the Bank's social impact and facilitate effective communication with stakeholders by incorporating the Bank's existing

initiatives and consolidating similar issues into seven broad social issues.

To determine how these seven issues should be consolidated into the final materialities, multiple consolidation patterns were developed and discussed by the Sustainability Committee, which selected the most appropriate approach.



► Step 4 Integrated Review with the New Medium-term Management Plan and Stakeholder Interviews

Although our review had progressed through Step 3 (Identifying the Social Issues to Address) ahead of the formulation of the Medium-term Management Plan, we waited until discussions on the Medium-term Management Plan had advanced before resuming discussions on specific materialities in 2025, so that they could be effectively linked to the Bank's business strategies. As a result of these discussions, we consolidated the materialities into four themes that broadly correspond to our four business strategies. In determining how to express the materialities, we recognized that companies generally adopt one of three approaches—describing the issues themselves, responses to the issues, or the goals to be achieved—and, from the perspective of what

the Bank aims to achieve through its business strategies during the Medium-term Management Plan period, we adopted the “responses to the issues” approach.

In addition, interviews were conducted with external experts, customers, employees, and other stakeholders.

Feedback included comments that the differences among the materialities should be made clearer by more explicitly describing the corresponding social issues and initiatives. This and other feedback was incorporated to ensure that the materialities appropriately reflected external expectations.

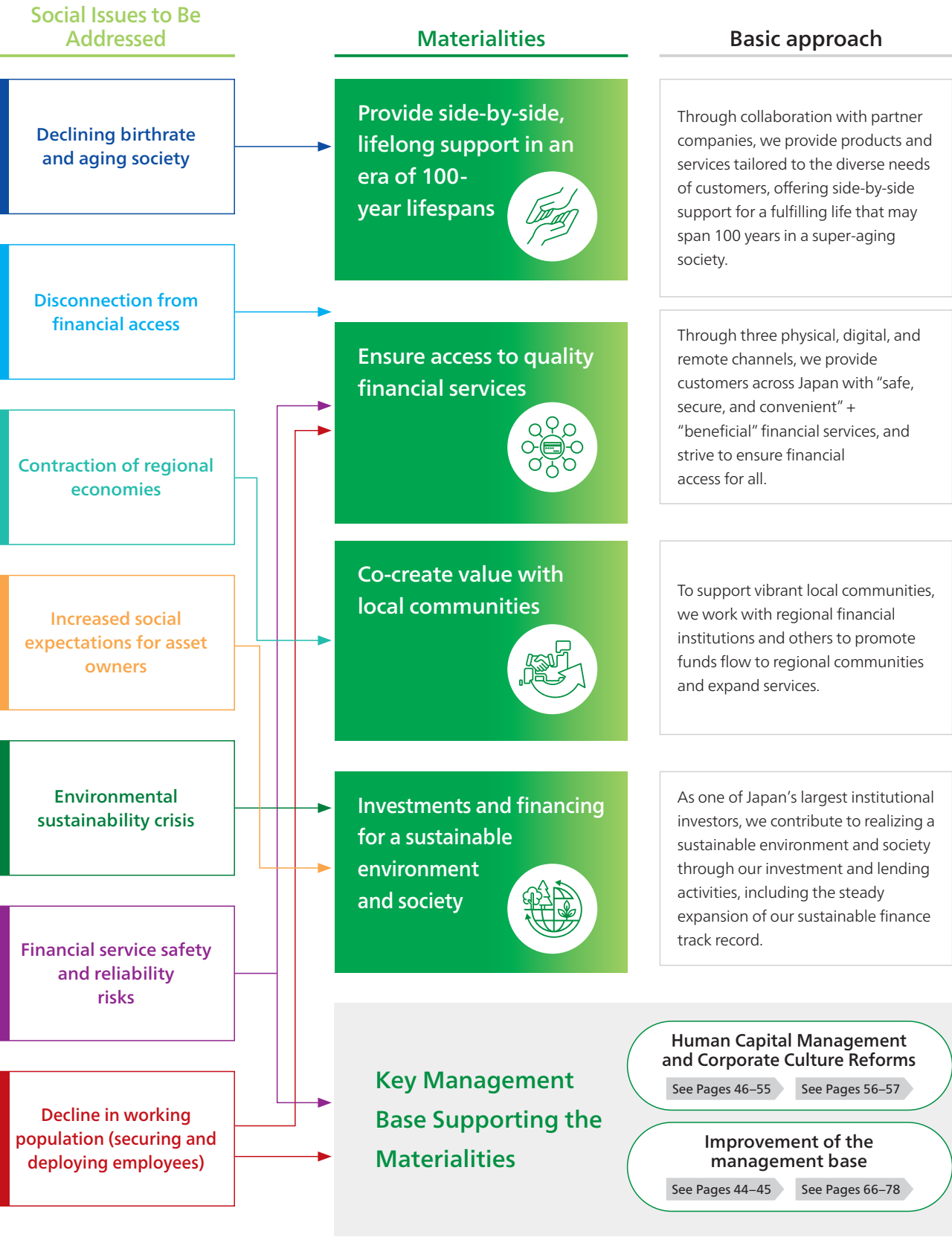
Following deliberations by the Sustainability Committee and other executive bodies, and after approval by the Board of Directors, the Bank established the following four materialities.



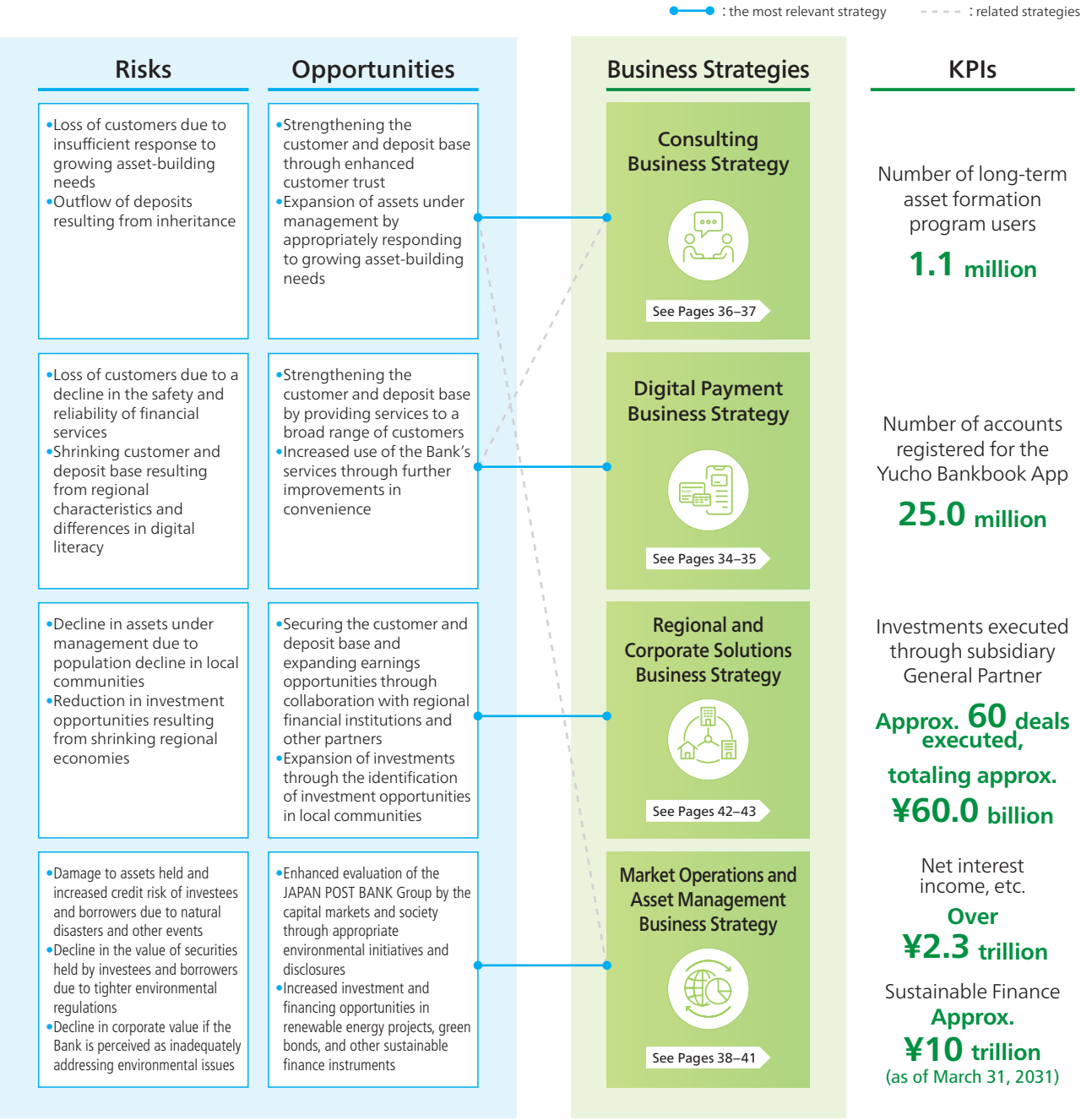
For details, see the following page.

Materialities

JAPAN POST BANK will promote its initiatives based on the materialities it has identified and the underlying concepts for each. Progress on these initiatives is regularly discussed by the Sustainability Committee and submitted for deliberation to, or reported to the Executive Committee and the Board of Directors, as appropriate.



Going forward, we will continue, taking into account changes in the domestic and international environment, to advance the review of the materialities to be addressed through our business activities to support the sustainable growth and development of customers, shareholders and other stakeholders, and society and the economy as a whole.



Digital Payment Business Strategy



Hisashi Matsunaga
Senior Managing Executive Officer
Chief Information Officer (CIO)

Strategic Overview

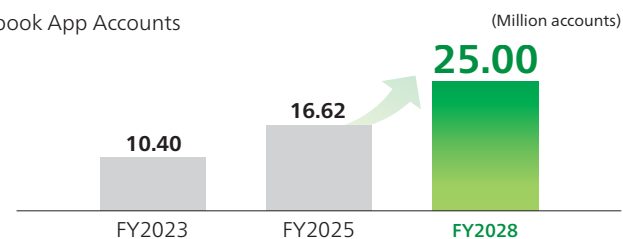
The Digital Payment Business Strategy is designed to contribute to realizing our Medium- to Long-term Vision of becoming “Japan’s Leading Comprehensive Financial Platform.”

Centered on the Yucho Bankbook App, we will encourage customers to use their Japan Post Bank accounts in their daily lives for everyday financial transactions. Leveraging financial transaction data and other information accumulated through the Yucho Bankbook App and other digital channels, we will implement customer-centric digital marketing and advertising to enhance both Lifetime Value (LTV) and the overall customer experience. In addition, through tokenized deposits, we will collaborate with a wide range of partner companies to provide services that are not only safe, secure, and convenient, but also rewarding.

* LTV (Lifetime Value): The profit and value a customer generates for a company over the course of the customer relationship.

KPI (FY2028 Target)

- Registered Yucho Bankbook App Accounts
25 million accounts



FY2025 Performance

During FY2025, we continued to enhance the functionality of the Yucho Bankbook App, which enables customers to conduct basic banking transactions via smartphone.

Supported by television commercials, promotional campaigns, and proactive customer outreach at our branches, the number of registered Yucho Bankbook App accounts exceeded the previous

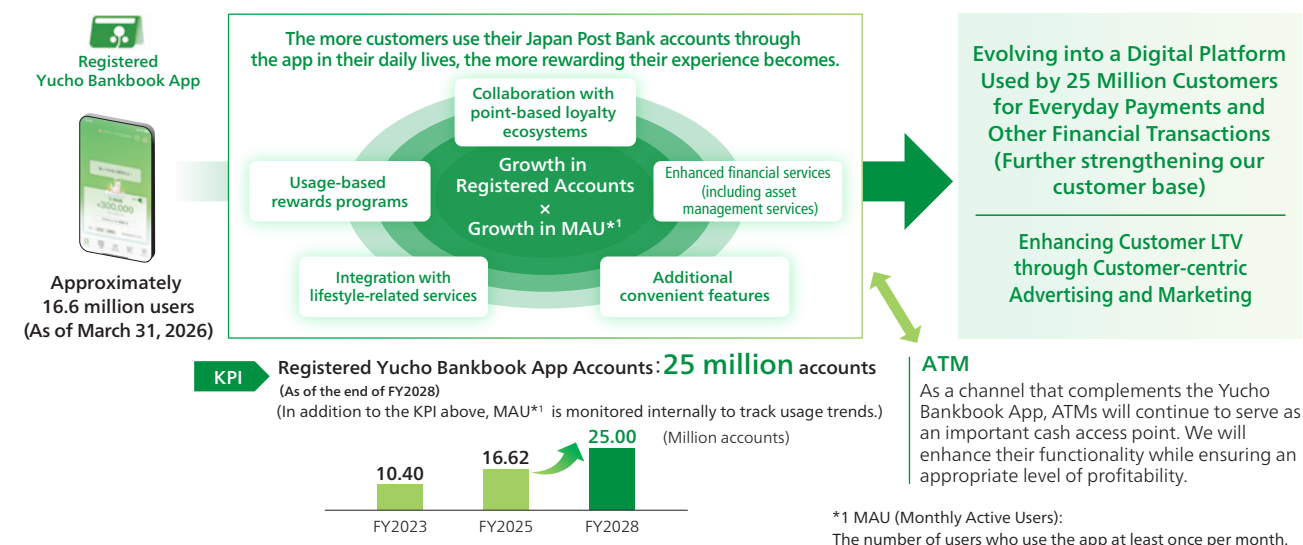
Medium-term Management Plan target of 16 million accounts.

We also improved customer convenience and operational efficiency by adding various new functions to the Yucho Tetsuzuki App, which enables customers to open accounts and complete other procedures via smartphone, and to Madotab, our self-service branch terminal.

Evolution of the Yucho Bankbook App and value delivered to Customers

By introducing value-added features, such as loyalty programs, to the Yucho Bankbook App, we aim to encourage customers to use their Japan Post Bank accounts in their daily lives, thereby strengthening our customer and deposit base.

In addition, by implementing customer-centric marketing based on financial transaction data and other information accumulated through the app, we will enhance both the customer experience and Lifetime Value (LTV).



Collaboration with Partner Companies

As customer needs and lifestyles continue to diversify, Japan Post Bank is promoting collaboration with partner companies to provide services that are safe, secure, convenient, and rewarding in a timely and comprehensive manner. For example, in April 2026, we began offering the “d card GOLD U Japan Post Bank design” credit card issued by NTT DOCOMO, INC. In addition, beginning in September 2026, we plan to launch integration with “Receipt Challenge”, a money-saving app provided by Kurashiru Inc.

Through this collaboration, customers will be able to access “Receipt Challenge” directly from the Yucho Bankbook App and receive rewards in their Japan Post Bank accounts by uploading shopping receipts after making purchases. To further encourage customers to use their Japan Post Bank accounts in their daily lives, we will continue to explore collaborations with a wide range of partner companies.

VOICE

Naoyuki Shimamoto
Digital Strategy Division



I joined JAPAN POST BANK in 2018 and have been engaged in the Digital Payment Business Strategy since FY2024 as a member of the Digital Strategy Division. My responsibilities include formulating digital strategies and planning new products and services, including the development of additional functions for the Yucho Bankbook App.

Going forward, I will continue to embrace new technologies with a flexible mindset and strive to create attractive digital services that deliver even better customer experiences.

Development of the “Yucho DCJPY” Tokenized Deposit

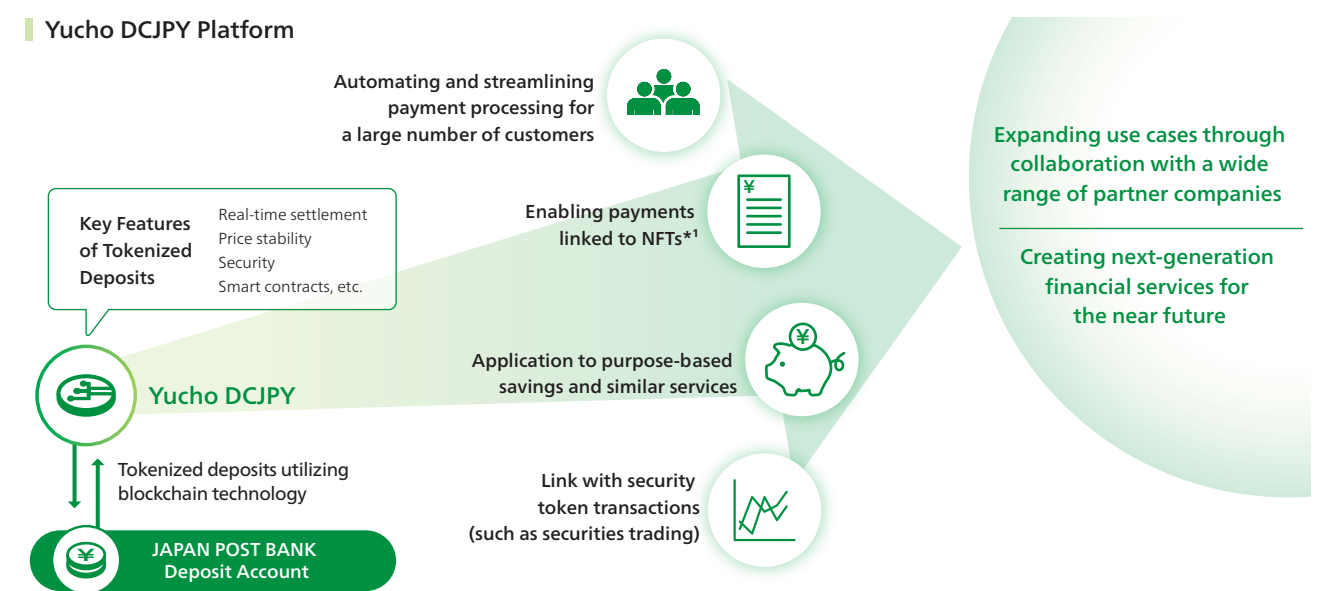
In September 2025, Japan Post Bank announced that it had begun studying the introduction of Yucho DCJPY, a tokenized deposit service for both individual and corporate customers, with the aim of delivering new value to customers. The tokenized deposit currently under consideration is expected to utilize blockchain technology to provide payment functions that combine real-time settlement with high transparency.

As the issuer of Yucho DCJPY, Japan Post Bank will provide

payment functionality backed by its deposits for settlement purposes. Because the service is based on payment deposits issued by the Bank, it will be covered by the Deposit Insurance System, enabling customers to use it with confidence and peace of mind.

Through tokenized deposits, we aim to provide services that are safe, secure, convenient, and rewarding in collaboration with a diverse range of partner companies.

Yucho DCJPY Platform



*1 NFT (Non-Fungible Token): A unique digital token that cannot be exchanged on a one-for-one basis with another token.

Consulting Business Strategy

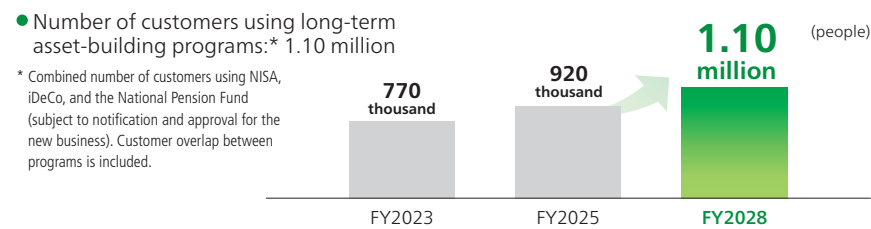


Hideki Nakao
Managing Executive Officer

Strategic Overview

By expanding our product lineup through collaboration with partner companies and strengthening our physical channels, Digital channel, and Remote channel, we will promote financial consulting services that support customers throughout their lives as a comprehensive financial platform. In particular, in the Digital channel, we plan to introduce Yucho AI Concierge (tentative name), an interactive AI service that enables customers to conveniently consult on a wide range of financial matters using smartphones and other devices. Through personalized proposals and other tailored services, we aim to enhance customer experience.

KPI (FY2028 Target)



FY2025 Results

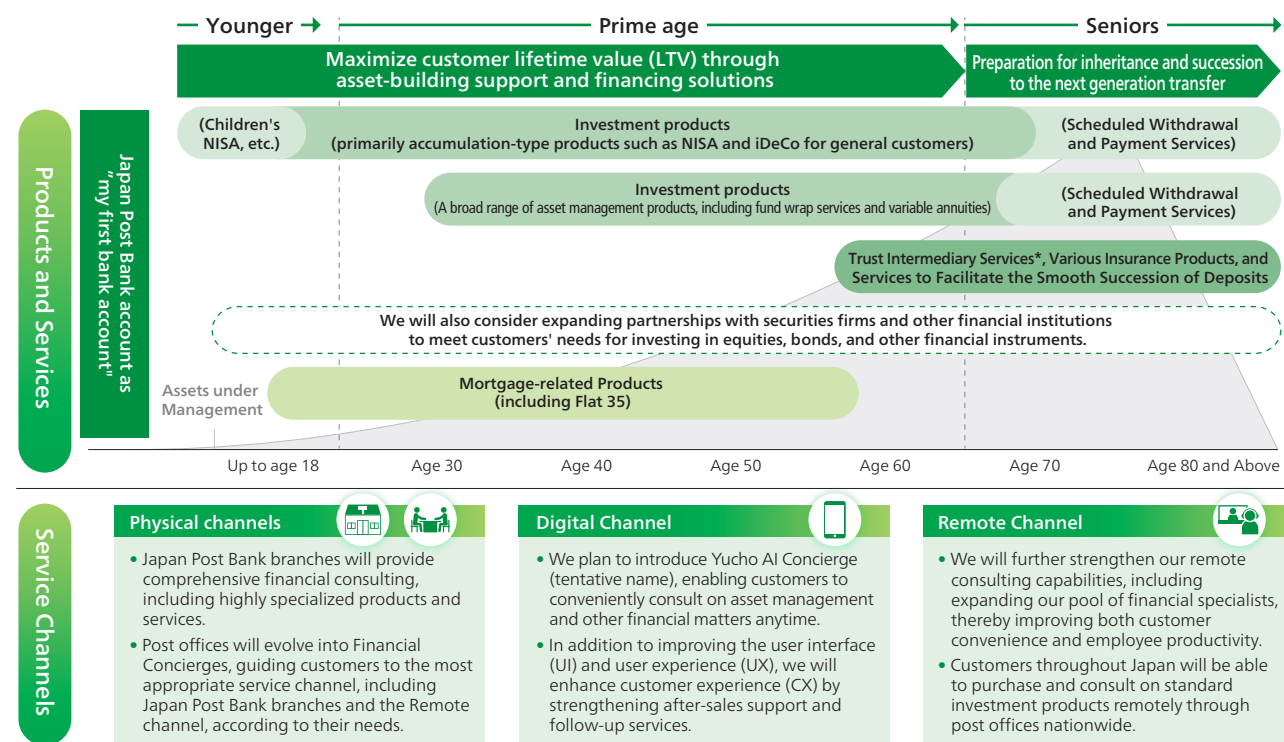
In our asset-building support business, we expanded our lineup of investment trust products while establishing a framework that enables customers visiting nearby locations to access highly

specialized consultation services provided by our Remote Asset Management Centers. Through these initiatives, we are responding more precisely to customers' diverse asset-building needs.

Financial Consulting that supports Customers at Every Stage of Life

To meet the increasingly diverse financial needs of customers in the era of 100-year lifespans, we will continue expanding our lineup of products and services through partnerships with external companies.

In addition, through our physical channels, digital channel, and remote channel, we will provide services to customers of all generations throughout Japan.



Expanding our Product and Service offerings while Strengthening Digital Channels

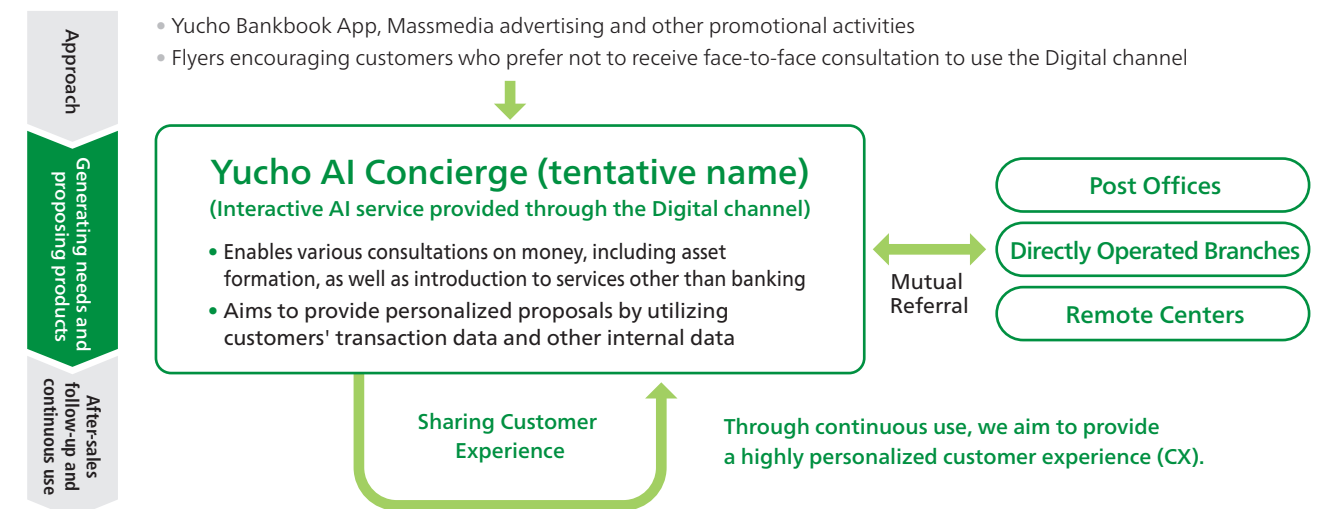
We will strengthen our ability to meet the diverse needs of each customer according to their lifestyle and life stage by expanding our product lineup. For example, we plan to broaden our lineup of investment trust products, introduce

a new iDeCo plan that eliminates account management fees while enhancing the available product lineup, offer insurance products, and provide services that facilitate the smooth succession of deposits.

Enhancing CX through Yucho AI Concierge (tentative name)

We plan to introduce the Yucho AI Concierge (tentative name), which will enable customers to conveniently consult on a wide range of financial matters, including asset building, using smartphones and other devices. The service will also provide guidance on services offered by

organizations other than the Bank and, depending on the product, will direct customers to post offices, Japan Post Bank branches, or Remote Centers. Through ongoing transactions with customers, we aim to provide highly personalized proposals.

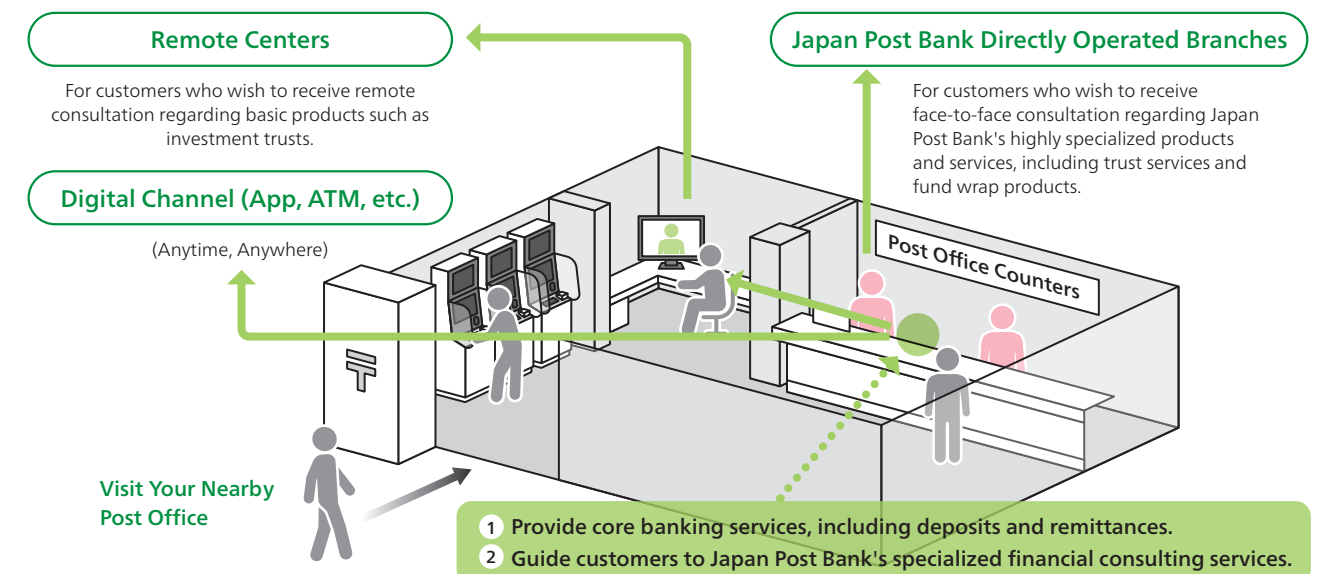


Post Offices as Financial Concierges

Post offices throughout Japan will continue to provide core banking services such as deposits and remittances while also serving as Financial Concierges, guiding customers to the specialized financial consulting services offered by

Japan Post Bank according to their individual needs. By improving customer convenience while simultaneously enhancing frontline productivity, we will deliver greater value to our customers.

Image of Japan Post Bank Services Available at Post Offices from the Customer's Perspective*1*2



*1 Post offices also provide services offered by organizations other than Japan Post Bank. *2 Some post offices also offer investment trust products.

Market Operations and Asset Management Business Strategy



Yuko Yoshida
Managing Executive Officer

Strategic Overview

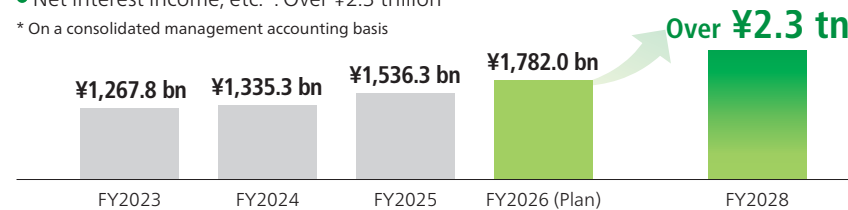
Under the Market Operations and Asset Management Business Strategy, with a view to becoming a “leading global market player” that aims to increase the value of customers’ assets and realize a sustainable society through investment in Japan and overseas, we will continue to conduct sound and highly profitable market operations while continuing to ensure effective checks and balances by various internal divisions.

In addition, leveraging the expertise we have accumulated through the sophistication and diversification of our investment operations, we are also advancing initiatives to capture new earnings opportunities.

KPI (FY2028 Target)

● Net interest income, etc.*: Over ¥2.3 trillion

* On a consolidated management accounting basis



FY2025 Results

Amid significant fluctuations in the global market environment—including changes in monetary policy and government transitions in Japan and overseas, as well as heightened geopolitical risks—and growing uncertainty over the outlook for the global economy, we focused on risk/returns, conducted prudent investments and appropriate risk hedging, and made selective investments in high-

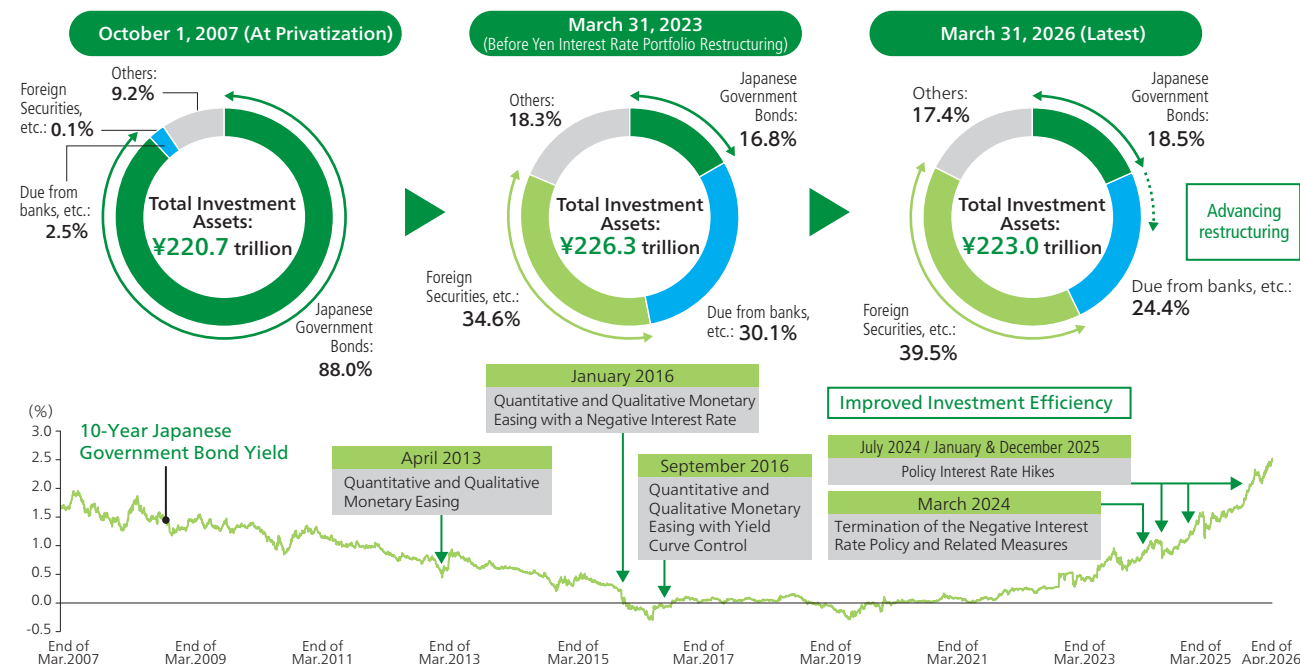
quality opportunities. As a result, we secured stable earnings that exceeded our forecasts.

In addition, as a new challenge leveraging the scale advantages and expertise we have cultivated to date, we established Japan Post Bank Asset Management Co., Ltd. (JPAM) in April 2026 to pursue an asset management business.

Pursuit of an Optimal Investment Portfolio

Prior to privatization, we managed our portfolio primarily through investment in Japanese Government Bonds. Since privatization, we have invested primarily in risk assets, advancing the sophistication and diversification of our investment operations. Since FY2023, we have been working

on rebuilding our yen interest rate portfolio, in response to the reversal in the yen interest rate trend. During the period of the new Medium-term Management Plan, we will strive to improve the investment efficiency of risk assets, leading to sustainable earnings growth.



Taking on the Challenge of the Asset Management Business

Centered on Japan Post Bank Asset Management Co., Ltd. (JPAM), established through the merger of JP Asset Management Co., Ltd. and Japan Post Investment Corporation, we will take on the challenge of developing a distinctive asset management business.

Building on the Bank’s track record of investment in

alternative assets and other areas, we will develop attractive products for a wide range of institutional investors, including financial institutions. In addition, we will provide products tailored to the diverse needs of individual investors to new customer segments, including younger generations and the affluent customer’s segment.

Sharing the Scale of Our Investment Operations

Share with investors the relationships Japan Post Bank has built with third party asset managers by leveraging the scale advantages of our position as one of the world’s largest asset owners.

An Asset Owner’s Perspective

Provide reliable products developed from the same perspective as our customers by leveraging the investment capabilities Japan Post Bank has cultivated as an asset owner.

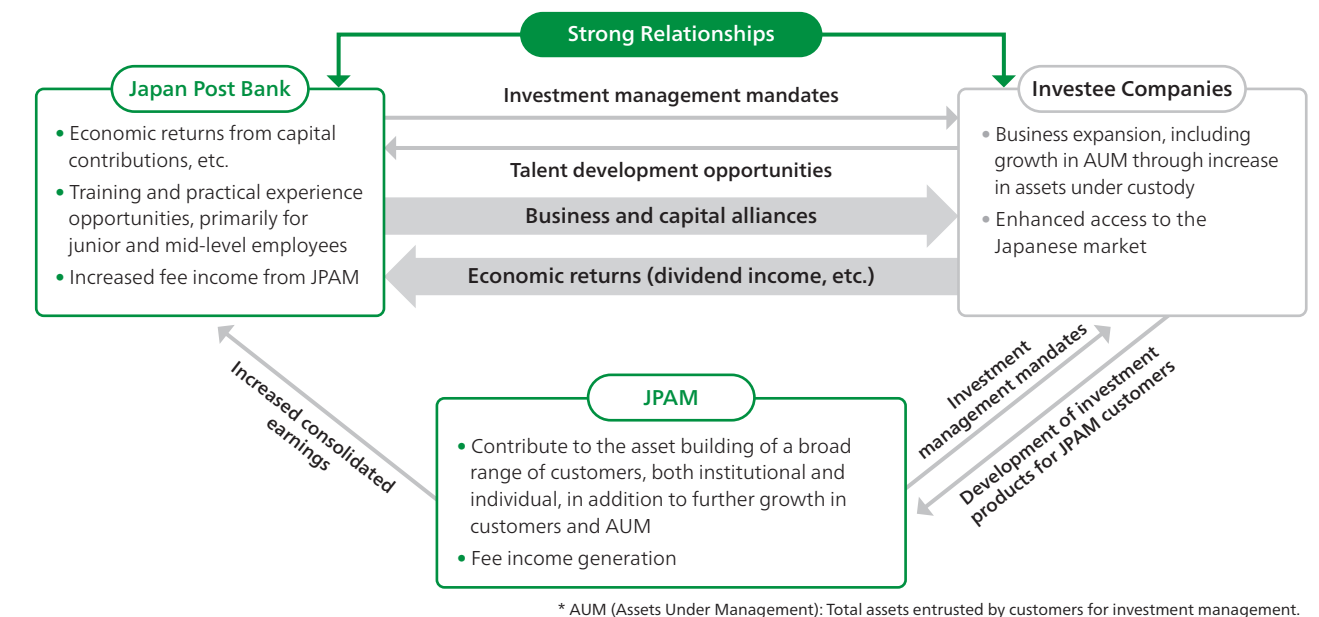
Providing New Investment Opportunities

Provide new investment opportunities that have not previously been available to investors by leveraging the investment expertise Japan Post Bank has accumulated across asset classes.

Deployment of Inorganic Strategy “a”

Through business and capital alliances with asset management companies, primarily overseas, we aim not only to secure economic returns that contribute to improve

profitability, but also to develop talent through strengthened relationships and drive the growth of JPAM, including expanding fee income.



VOICE

Shoko Nakakita
Global Credit Investment Department



I joined Japan Post Bank in 2017 as a new graduate in a career-track position, and since 2019 I have been engaged in investment operations for direct lending funds.

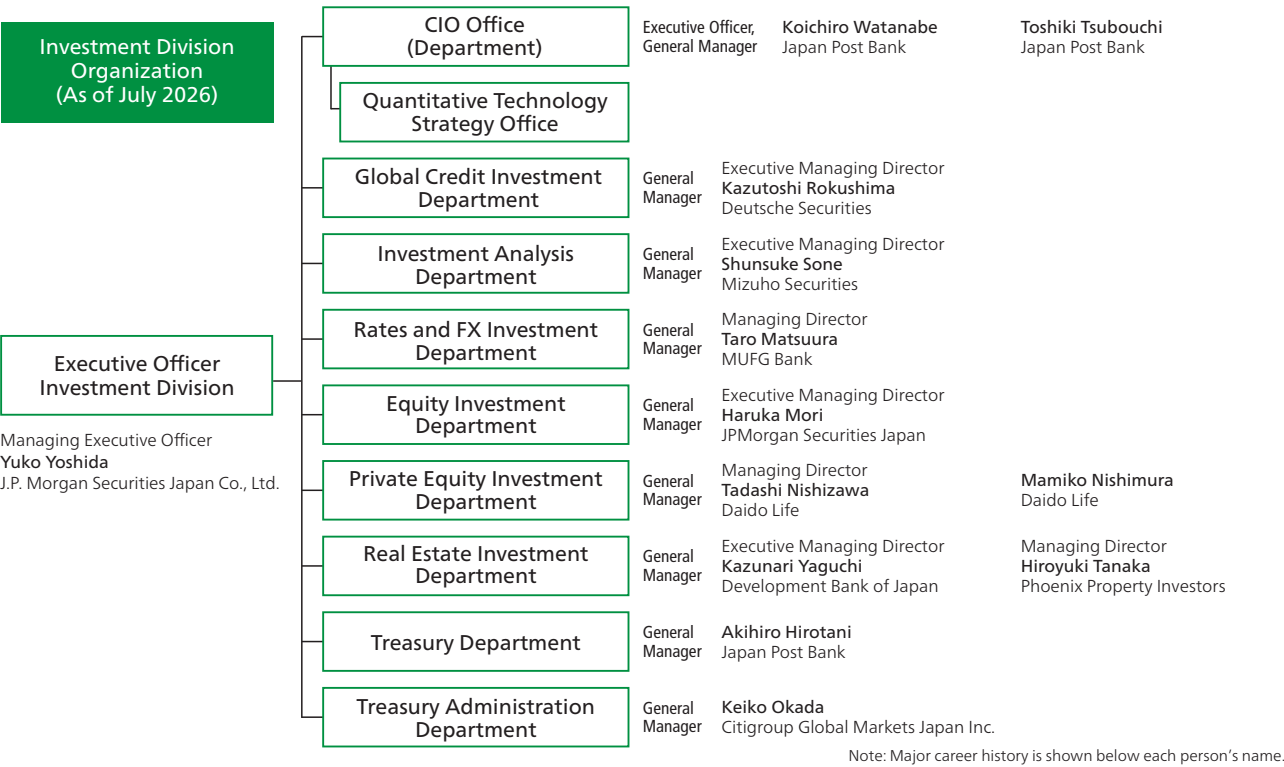
Direct lending is an investment approach in which funds provide loans directly, primarily to mid-sized companies in the United States and Europe. At Japan Post Bank, this is positioned as one of our strategic investment areas, and we began investing in this asset class as a pioneer in 2018, ahead of the market’s expansion.

Since the early stages of building up this portfolio, I have been involved in selecting and evaluating investment opportunities, portfolio management, and performance analysis, while also working to expand investment opportunities and enhance our investment management framework. Going forward, I will continue to select high-quality investment opportunities and pursue investments with favorable risk-return characteristics.

Robust Investment Team Structure



Japan Post Bank’s Investment Division appoints a diverse range of specialists from both inside and outside the Bank and assigns them to management positions at the general manager level. In addition to passing on expertise, the Division places strong emphasis on developing younger employees and other talent.



Special Feature

Japan Post Bank Asset Management Co., Ltd.

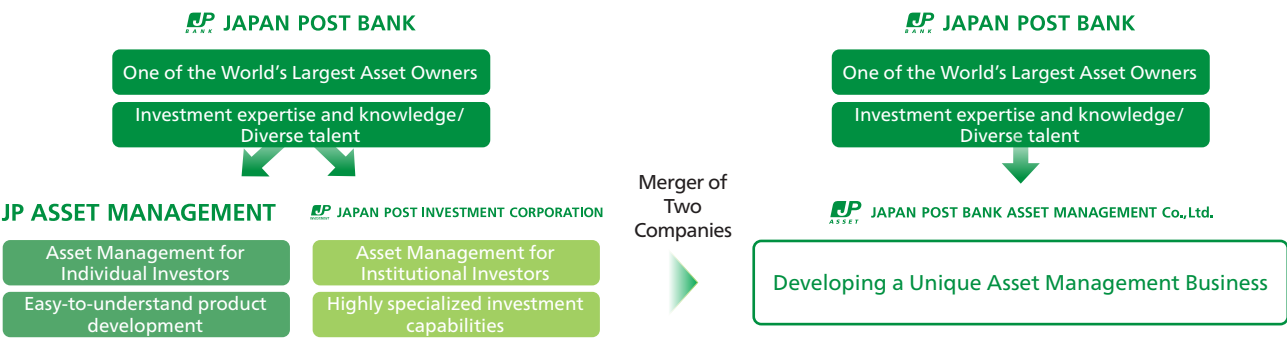


Hideya Sadanaga
President and Representative Director
Japan Post Bank Asset Management
Co., Ltd.

Japan Post Bank states in its New Medium-term Management Plan that developing a unique asset management business is one of its key objectives. Japan Post Bank Asset Management Co., Ltd. ("JPAM") was created in April of 2026 through the merger of JP Asset Management Co., Ltd., which had served retail clients for more than 10 years, and Japan Post Investment Corporation, which had provided private equity fund investment services to institutional investors for 8 years, to accomplish this objective. In recent years, the environment surrounding the Japanese asset management industry has changed dramatically, and sophistication and diversification of asset management capabilities has become significantly more important. Our management philosophy is to "Live up to the trust of our clients by enabling access to distinguished global investment opportunities". We endeavor to provide high-quality investment management services and distinctive financial products that leverage the unique investment capabilities cultivated by Japan Post Bank Group over the years for the benefit of our retail and institutional clients.

JPAM Management Philosophy

"Live up to the trust of our clients by enabling access to distinguished global investment opportunities".



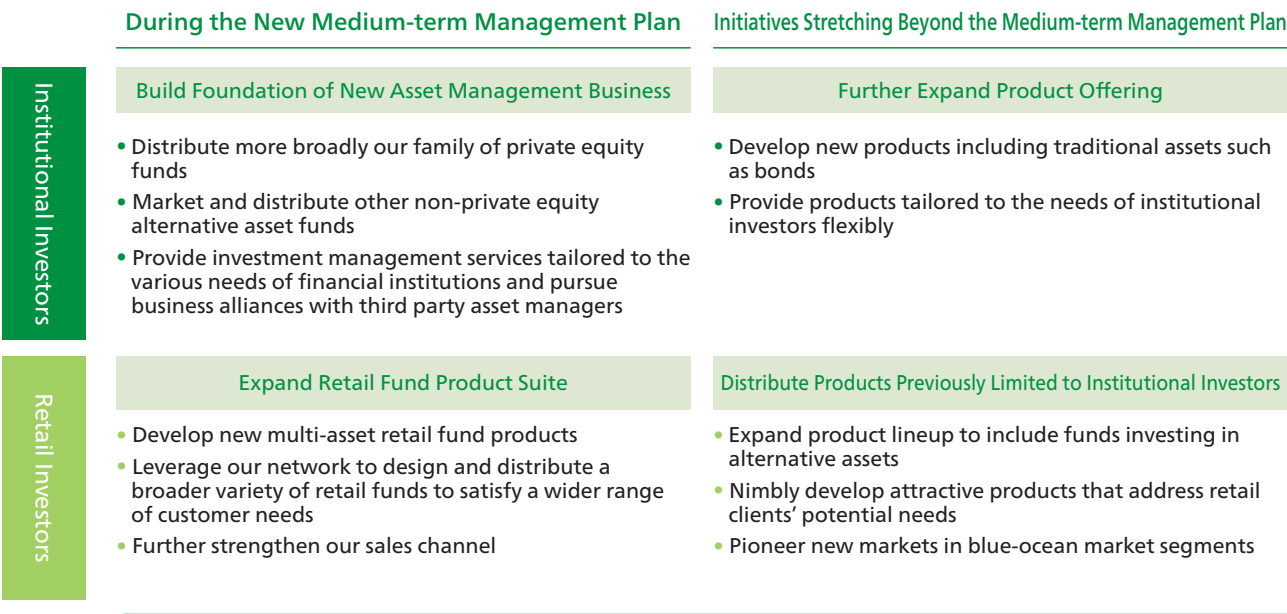
Merger of
Two
Companies

JP JAPAN POST BANK ASSET MANAGEMENT Co.,Ltd.

Developing a Unique Asset Management Business

JPAM Business Strategy

Providing unique asset management services that only JPAM can provide



Sustainability at JPAM

As a member of the Japan Post Group, JPAM promotes initiatives that incorporate environmental, social and governance (ESG) considerations throughout its investment process to contribute to the sustainable development of both our company and society.

Regional and Corporate Solutions Business Strategy



Koji Hasukawa
Managing Executive Officer

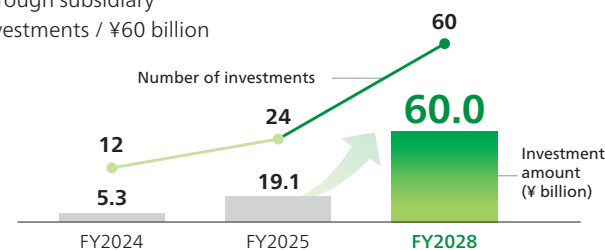
Strategic Overview

Building on the domestic investment business for medium-sized enterprises and SMEs launched under the previous Medium-term Management Plan as the Σ Business, we will deepen regional private equity (PE) investment in Japan through our GP* business, centered on our subsidiary Japan Post Bank Capital Partners Co., Ltd. (JPCP). In addition, we will strengthen relationship management (RM) with regional financial institutions and other organizations, while promoting payment solutions for corporate customers and workplace financial services.

* GP (General Partner): The entity responsible for managing a fund, including making investment decisions.

KPI (FY2028 Target)

- Investments executed through subsidiary GP: Approximately 60 investments / ¥60 billion



FY2025 Results (Results under the previous Medium-term Management Plan)

We have made steady progress, including preparations for establishing the flagship fund, Japan Post Investment Sigma Regional Business Succession Fund II, ILP, managed by our wholly owned subsidiary JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. (JPCP).

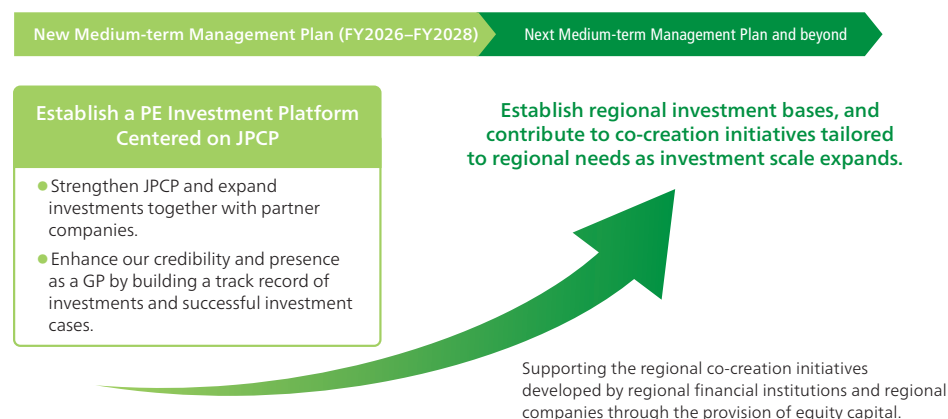
< Major Initiatives Related to JPCP >

- ✓ May 2024: Established Japan Post Bank Capital Partners Co., Ltd. as a wholly owned subsidiary.
- ✓ August 2024: Established a jointly managed GP fund with J-Will Group.
- ✓ January 2025: Established a jointly managed GP fund with Mitsui & Co., Ltd.
- ✓ April 2026: Launched JPCP's flagship fund (¥30 billion).

Deepening of regional private equity investment

To support the sustainable development of both regional communities and the Japan Post Bank Group, we will establish a foundation for regional PE investment. By steadily building an investment track record and accumulating

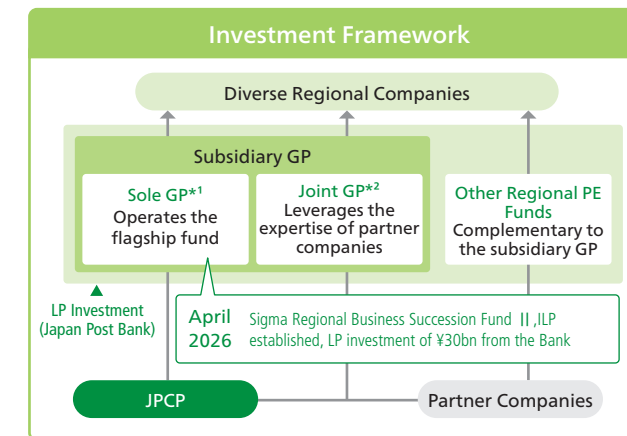
successful investment cases, we will enhance our credibility and presence as a GP. Over the longer term, we aim to become one of Japan's leading PE investors with regional investment bases.



Establishing a PE Investment Platform Centered on JPCP

We will strengthen Japan Post Bank Capital Partners Co., Ltd. (JPCP), which serves as the core platform for regional PE

investment, while also enhancing collaboration with partner fund management companies.



Strengthening JPCP

- Launch the flagship fund under the solo GP business structure while building an investment track record through collaboration with partner companies.
- Promote the development and recruitment of professional talent, including through secondments from Japan Post Bank. Establish a comprehensive human resource development program covering front-, middle-, and back-office functions.

*1 Fund managed solely by JPCP.

*2 Fund jointly managed by JPCP and a partner company.

VOICE

Aya Takenaka

JAPAN POST BANK CAPITAL PARTNERS Co., Ltd.



After joining Japan Post Bank in 2008, I worked in the Marketing Division, the Shinetsu Regional Headquarters, and on secondment to an investment company. Since 2022, I have been engaged in the regional private equity (PE) investment business in Japan. After taking childcare leave, I now serve as General Manager of the department responsible for corporate planning, general affairs, fund administration, and other back-office functions at JAPAN POST BANK CAPITAL PARTNERS Co., Ltd.

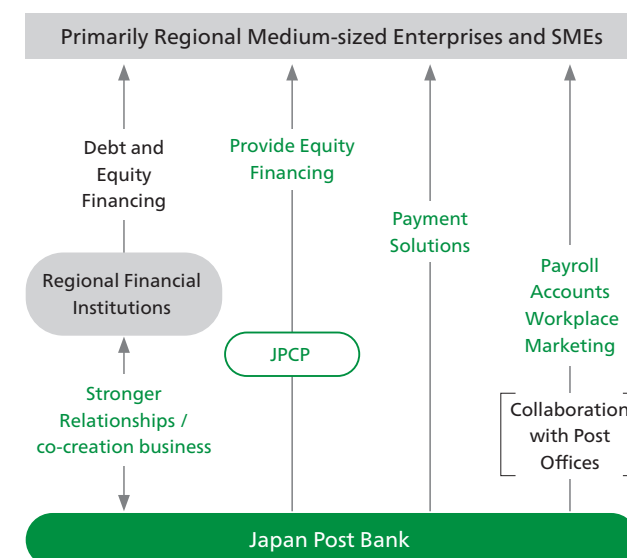
Going forward, I will continue to take on a wide range of new challenges so that I can apply the experience I have gained to strengthening the organizational capabilities of JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. and further deepening regional private equity (PE) investment.

Relationship Management (RM) with Financial Institutions and Solutions for Corporate Customers

We will further strengthen our relationships with regional financial institutions and other organizations by promoting various co-creation initiatives, including ATM network alliances.

In addition, we will strengthen our customer base and expand fee-based income by providing payment solutions to corporate customers, including embedded finance, and through workplace financial services.

Value Creation for Medium-sized Enterprises and SMEs



Relationship Management (RM) with Financial Institutions

- Further deepen collaboration to maximize the use of Japan Post Bank's ATM platform.
- Collaborate with regional financial institutions in providing equity financing (regional PE investment) to their borrowers and participate as a lender in syndicated loans.
- Explore new co-creation initiatives with regional financial institutions and other organizations.

Solutions for Corporate Customers

- Promote embedded finance by meeting corporate customers' payment solution needs through immediate transfer services, API collaboration*, and other initiatives.
- In collaboration with post offices, promote the acquisition of payroll accounts and workplace marketing for corporate customers.
- Promote payment solutions by utilizing alliance products offered by partner companies, including the Japan Post Bank Business Card.

* API (Application Programming Interface): An initiative that enables secure data connectivity between banks and external service providers.

Accelerating Digital Transformation Through AI

Japan Post Bank plans to invest approximately ¥500 billion in IT during the period of the New Medium-term Management Plan, including proactive investment in new technologies such as AI.

In addition to establishing a system infrastructure that

combines the flexibility and scalability required to respond to changes in the business environment, we will maintain and strengthen human resource development, governance, and other measures that support the advancement of IT, AI, and digitalization.

Strategic IT Investment Including the Utilization of AI and Other New Technologies

Digital Payment Business Strategy

- Add and enhance a wide range of functions for the Yucho Bankbook App
- Develop the infrastructure for more sophisticated digital marketing
- Roll out Yucho DCJPY tokenized deposits



Consulting Business Strategy

- Establish the infrastructure to provide highly personalized customer experiences through Yucho AI Concierge (tentative name) and other services

Enhancement of the Customer and Deposit Base



Regional and Corporate Solutions Business Strategy

- Introduce management systems utilizing AI and other technologies to promote co-creation initiatives with regional financial institutions and other organizations



Market Operations and Asset Management Business Strategy

- Enhance functions to build optimal investment portfolios in response to changes in the operating environment

Human Capital Management, Corporate Culture Reform, and Enhancement of the Management Base

- Improve operational efficiency through the use of AI in customer services, taking into account future demographic changes and other environmental trends
- Accelerate and enhance measures utilizing AI and other technologies in response to increasingly sophisticated cyberattacks and the growing number of fraudulently used accounts
- Introduce various employee surveys and AI-assisted dialogue support systems for managers and others to improve employee well-being

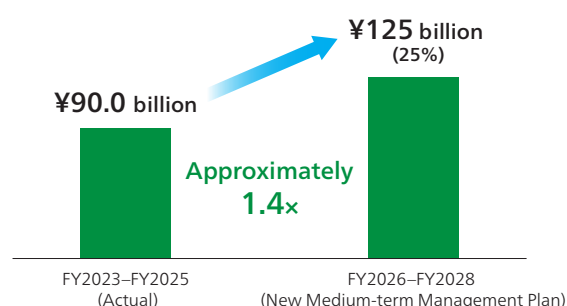


IT Investment for Stable and Sustainable Operations

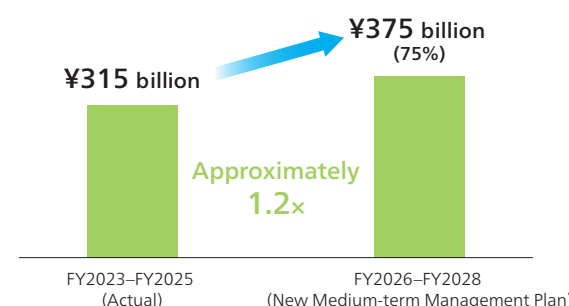
- Steadily renew core systems and maintain ATM deployment and maintenance nationwide

Investment Plan

Approximately ¥125 billion in planned strategic IT investments, including AI-related investments



Approximately ¥375 billion in planned stable IT investments



*Percentages shown in parentheses indicate the proportion of total IT investment.
*Based on cash flow for capital expenditure and expenses.

Various AI Initiatives

Accelerating the Use of Generative AI Through an External Advisor

To promote the medium- to long-term use of generative AI and digital transformation (DX), Japan Post Bank entered into a capital and business alliance with neoAI Inc. in May 2026 and appointed Shunsuke Chiba, Representative Director and CEO of the company, as an advisor. Through this

alliance, we will incorporate external expertise in both strategy and technology to accelerate operational efficiency and sophistication, thereby enhancing value for our stakeholders.

Strengthening Measures to Prevent Special Fraud

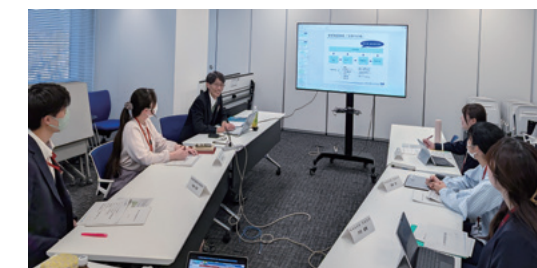
Since March 2024, as part of measures to prevent special fraud, Japan Post Bank has used AI to analyze images from security cameras installed at ATM locations in real time. When the AI detects a customer talking on a mobile phone or other device, a warning message is immediately displayed on the digital signage installed above the ATM, accompanied by an alert sound to warn the customer

conducting the transaction. In January 2026, in response to increasingly sophisticated methods of special fraud, we further strengthened our fraud prevention measures by introducing a function that displays a warning message on the ATM screen and suspends the ATM transaction when AI image analysis detects a customer talking on a mobile phone or other device.

Raising Awareness Activities to promote Intellectual Property Activities

As part of our awareness activities to promote the acquisition of patents and other intellectual property rights and to prevent infringement, we hold seminars for departments introducing new systems to provide information on intellectual property trends at other companies and examples of patents. We also hold workshops open to participants from across Head Office departments, where participants learn how to identify issues, develop ideas through practical exercises, and acquire knowledge of patent requirements.

In recent years, reflecting our promotion of digital transformation (DX) as a management strategy, we have expanded these awareness activities with a focus on DX and the use of AI. We are also proceeding with patent applications for ideas generated within the Bank.



Workshop

Generative AI Competition

To enhance operations through generative AI, Japan Post Bank held its first in-house Generative AI Competition for young employees in the System Division and the General Affairs Division. Participants selected through an open application process used neoAI Chat over a period of approximately six months to design effective prompts and address hallucination issues, thereby identifying challenges associated with the practical application of generative AI. The competition also contributed to the development of AI talent and fostered greater awareness of the use of AI across the Bank.



Presentation Session for the Generative AI Competition



TOPICS Initiatives by the Productivity Improvement Project Team of the Stakeholder Engagement Committee

Based on feedback received from employees, the Project Team has taken a bottom-up approach to examining, formulating, and implementing improvement measures.

Specifically, in addition to improving the workplace environment to enhance employee engagement, including upgrading employee break rooms, we introduced generative AI functionality to PCs used at all offices across the Bank to promote the digitalization of operations and enhance communication among employees.

Furthermore, we have rolled out internal training programs on generative AI to promote not only a basic understanding of how to use AI, but also greater awareness of the risks and considerations associated with its use.

Through these initiatives, the Productivity Improvement Project Team supports greater operational efficiency and productivity to help create a more comfortable and productive workplace.

Human Resources Strategy



Hirokazu Yamamoto
Executive Officer, General Manager of
the Human Resources Department

Promoting Human Resources Strategy Aligned with Business strategies

In formulating our human resources strategy, we held extensive discussions on our Medium- to Long-term Vision looking 15 years ahead, taking into account changes in the internal and external environment. We also simulated future changes in our workforce composition, identified the workforce required to realize the business the Bank aims to achieve, and clarified the gaps between the current and future workforce.

As the external environment changes rapidly, driven by factors such as population decline and advances in AI and digital technologies, we will strengthen recruitment and improve productivity through the utilization of AI and other technologies to close these gaps. The human resources created through these initiatives will be strategically allocated to priority business areas and other key functions.

The New Medium-term Management Plan calls for challenges at a new stage of growth.

Accordingly, we will introduce a multi-track personnel system that enables employees to pursue greater specialization. We will also support employees' autonomous growth and career development through the Career Challenge System, an internal open application system, internal internships, and a variety of internal and external training programs. At the same time, we will enhance employee job satisfaction and create a workplace where diverse talent, including women and senior employees, can work with confidence.

Human resources play an important role in connecting management (business) and employees (the organization). We will therefore promote greater understanding of our Purpose, Vision, and business strategies through a variety of opportunities and communication channels so that each employee can develop a deeper understanding of the Bank's management philosophy and business strategies and proactively recognize their own role.

At the same time, from the perspective of aligning management and employees toward the common goal of enhancing corporate value, we will introduce a stock-based compensation system and review our personnel and compensation systems.

By strengthening the virtuous cycle in which employee growth leads to corporate growth and corporate growth is returned to employees, we will reinforce the connection between the Bank and its employees, enhance employee engagement, and realize higher corporate value through our human resources strategy.



Tomoko Seike
General Manager, Diversity &
Career Development Department

In April 2026, to create an environment where diverse employees can thrive and build their careers autonomously, we integrated the Diversity Promotion Department and the Human Resources Development Office of the Human Resources Department, which was responsible for training and career development, to establish the Diversity & Career Development Department.

The Diversity & Career Development Department seeks to realize autonomous career development, a comfortable workplace with psychological safety, and an environment in which diverse employees can thrive, based on the three pillars of our human resources strategy: Encourage Growth, Enhance Job Satisfaction, and Effectively Utilize Diversity. Through these initiatives, we aim to enable every employee to maximize their potential and contribute to enhancing corporate value.

In the past, career advancement and growth were generally based on career paths designed by the Company, primarily for employees who were able to work long hours on a full-time basis.

Given the declining working-age population and the rapid pace of change in the business environment and people's values, it is essential to establish a workplace foundation that enables

employees to maximize their abilities and continue to grow while accommodating their individual circumstances in order to achieve the Bank's sustainable growth. At the same time, employees are expected to take the initiative in choosing and building their own careers.

Working together with the Human Resources Department, the Diversity & Career Development Department will continue its efforts to realize "Japan Post Bank, where every employee can grow and perform to their full potential."

Column

Japan Post Group Human Resources Policy

The Japan Post Group Human Resources Policy sets out the basic direction for realizing our business strategy and human resources strategy. The Policy identifies four key elements: "Pride and Job Satisfaction," the desired future state, and the three pillars for achieving it: "Respect Differences," "Enhance Capabilities," and "Leverage Strengths." It also establishes specific indicators and targets for each element.

Key Indicators and Targets		FY2025 Results*1
Employee Engagement Score: Group-wide: B*2 (FY2028 Results)		—
Childcare Leave Utilization Rate: 100% for both men and women		100%
Average Duration of Childcare Leave Taken by Male Employees: One month or longer		53.5 days
Rate of female in managerial positions (Company-wide)		9.6%
Japan Post Holdings / Japan Post Co., Ltd.	14.0%	20.8%
JAPAN POST BANK	25.0%	10.6%
Japan Post Insurance Co., Ltd.	16.5%	
(As of April 1, 2031)		(As of April 1, 2026)

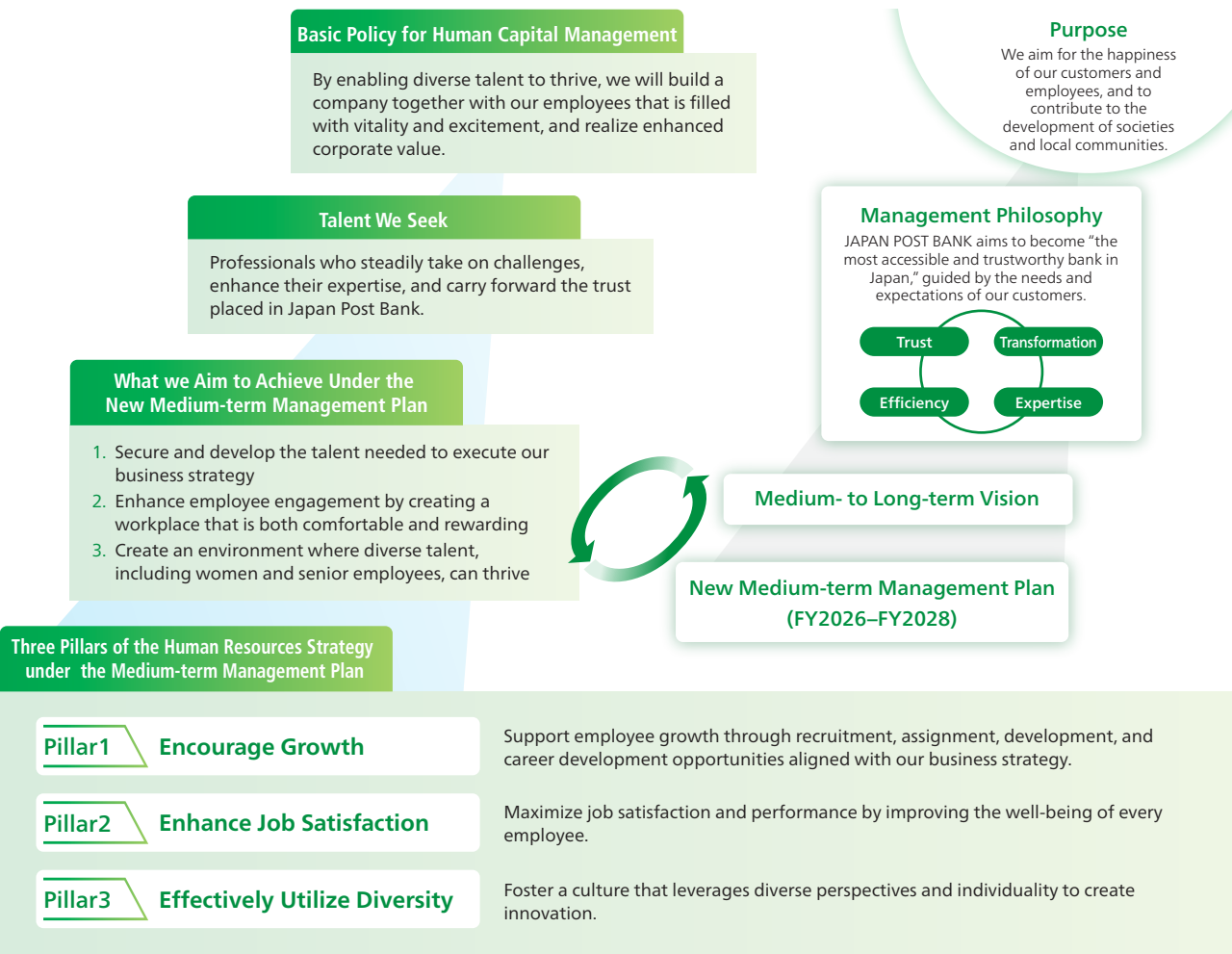
*1 Results for the Japan Post Group.

*2 Survey to commence in FY2026. Based on the survey conducted by Link and Motivation Inc. "B" is the sixth-highest rating on an 11-level scale.

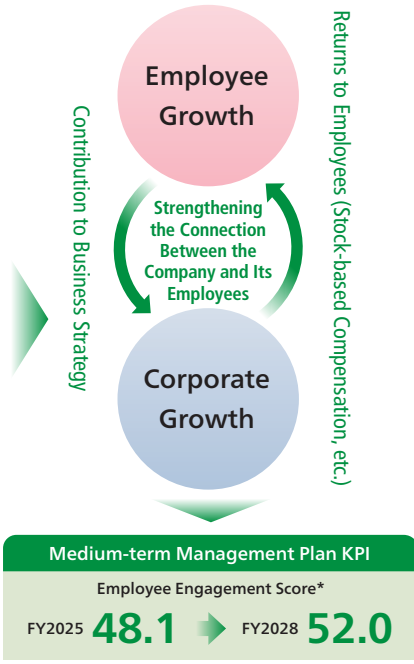
Alignment of Business Strategies and Human Resources Strategy

To ensure the successful execution of our business strategy based on our Purpose and Management Philosophy, and to leverage the Bank's unique strengths—its customer and

deposit base built on post offices and other channels—we are advancing initiatives under the three pillars of our Human Resources Strategy.



Three Pillars	As-is	Initiatives	To-be (aspirations)
Encourage Growth	• Foster a culture in which employees proactively consider their careers by providing opportunities to reflect on career development. • Introduce programs, including the Career Challenge System, that enable employees to realize their career aspirations.	• Build the talent portfolio required to execute our business strategy. • Support autonomous career development and growth in line with employees' aspirations and desired career paths.	• Align the company's direction with employees' career orientation, and strategically and continuously develop human resources that support the realization of business strategy.
Enhance Job Satisfaction	• Provide a comfortable working environment through flexible workstyles, including telecommuting and flextime, together with comprehensive employee benefit programs.	• Penetration of Management Philosophy and Strategy through continued and expanded dialogue between management and employees • Improve employees' understanding and acceptance of the personnel evaluation system by fostering a culture that encourages employees to take on challenges.	• In addition to providing a comfortable workplace, maximize the performance of each employee by fostering empathy with the Company's Purpose and enhancing job satisfaction.
Effectively Utilize Diversity	• Foster a culture that respects and values the diverse individuality of each employee by expanding opportunities for communication among employees.	• Creating an environment that respects and leverages each employee's experiences and values.	• Build an organizational customs and culture that can incorporate diverse employees' perspectives and insights into the business, thereby leading to innovation.



* Score based on the survey provided by Link and Motivation Inc. The average score of companies participating in the survey is set at 50.

Human Resources Strategy

Pillar 1 Encourage Growth

To support the four business strategies, we are advancing our recruitment strategy and enhancing human resource development while placing greater emphasis on supporting employees in building their careers autonomously.

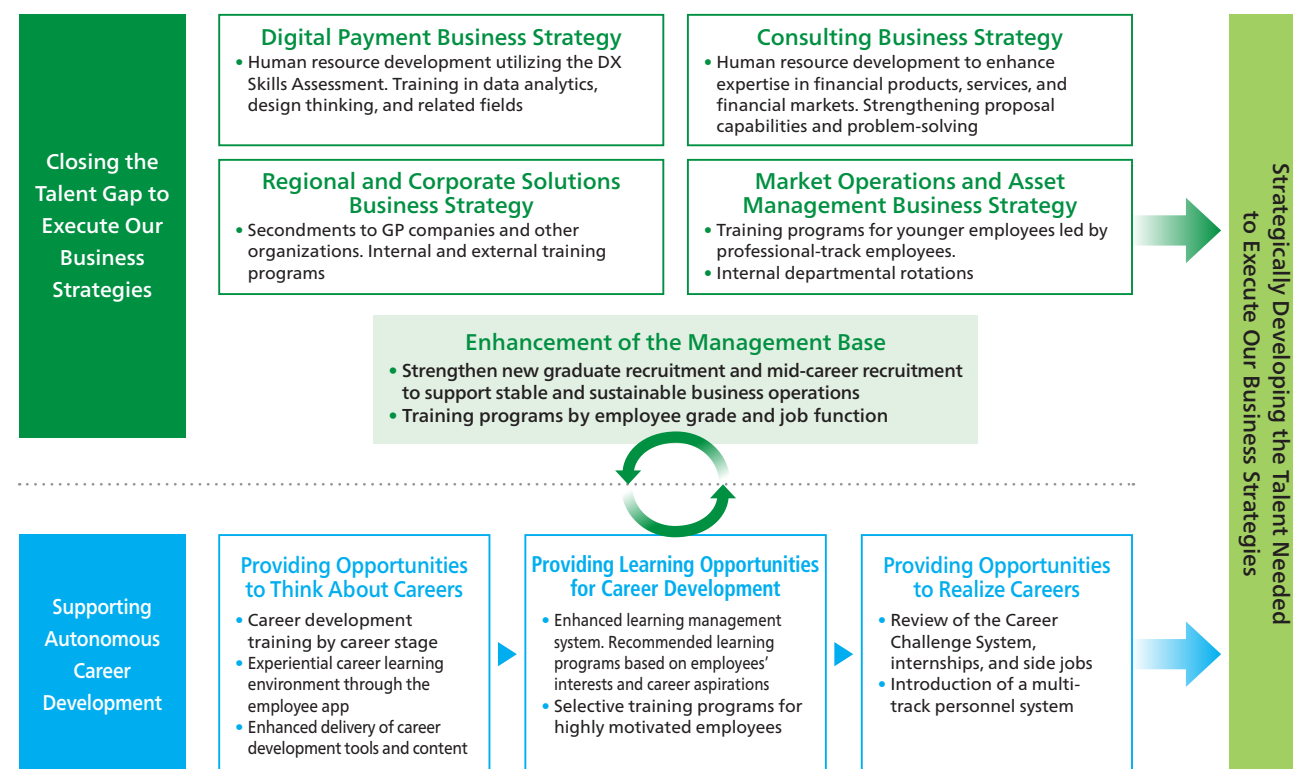
Specifically, in addition to attracting diverse talent through more sophisticated recruitment methods, including referral recruitment and expanded mid-career recruitment, we are enhancing the expertise of each employee by identifying the skills and experience required in each business field, visualizing employees' skills through surveys, and implementing development initiatives based on these assessments.

We also provide employees with opportunities to think

about, learn about, and realize their careers through participation in cross-organizational and cross-functional projects, including the Stakeholder Engagement Committee, the Career Challenge System, an open application system, and career development training programs tailored to different career stages.

Through these initiatives, we support employees in strengthening their sense of career ownership and developing the capabilities needed to realize their career aspirations.

By steadily advancing these initiatives, we will support the execution of our business strategies.



Closing the Talent Gap to Execute Our Business Strategy

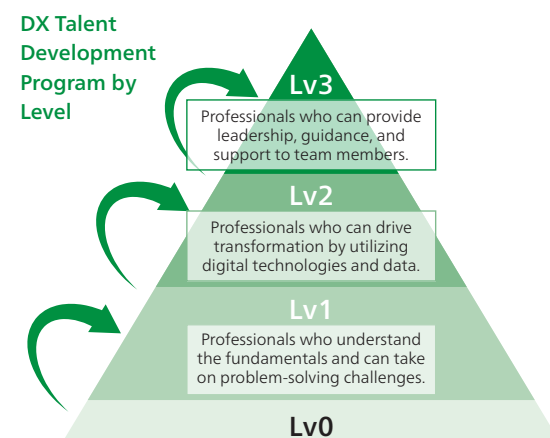
Talent to drive the Digital Payment Business

Developing DX Talent

We are developing DX talent to build a competitive organization by leveraging technologies such as AI, creating new businesses, and improving and transforming our services and operations.

For employees engaged in the Digital Payment Business, we are promoting talent development by participating in consortiums to acquire knowledge of cutting-edge technologies, learn from external case studies, and broaden perspectives. We also provide systematic development programs utilizing the DX Skills Assessment and encourage employees to obtain professional qualifications through financial support programs.

In FY2025, all Head Office employees participated in training to acquire the basic knowledge required for Level 1 shown in the figure below. In FY2026, we will further expand training programs in areas such as data analytics and design thinking.



Talent to Drive the Market Operations and Asset Management Business

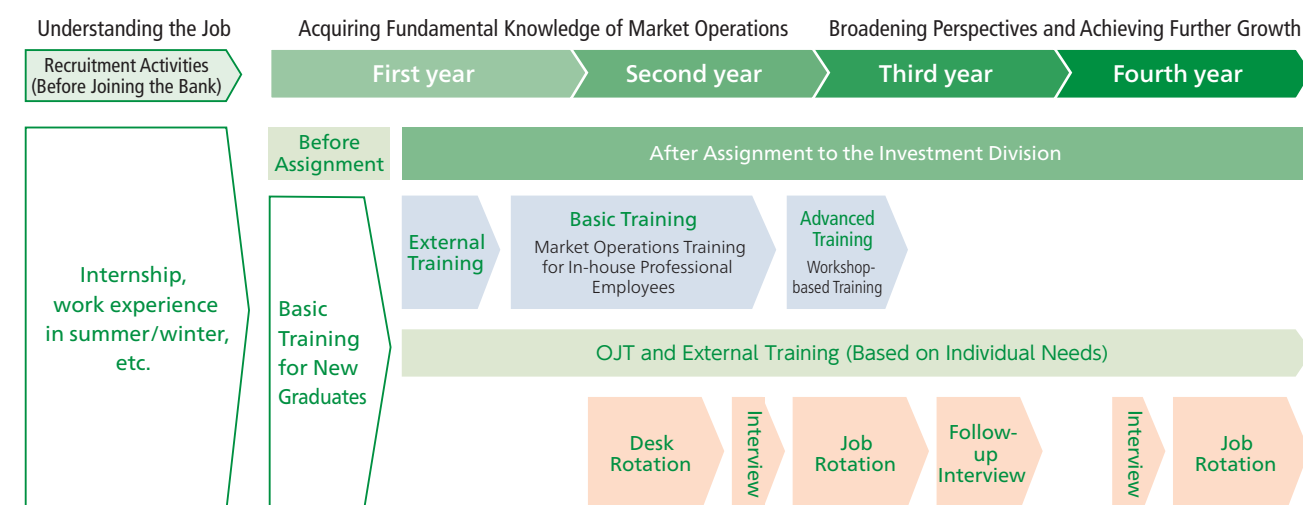
Recruiting and Developing Professional Talent

To strengthen our Market Operations framework, we have established a Market Course within our recruitment program for career-track employees and recruit new graduates through this course.

Through biannual work experience programs and communication events with employees, students gain a deeper understanding of the responsibilities and roles of the Investment Division. At the same time, these opportunities help prevent mismatches in expectations and enable us to recruit talent well suited to the Investment Division.

After joining the Bank, in addition to receiving training led

by Professional-track employees to acquire fundamental knowledge, young employees develop through desk rotations that provide an understanding of the work and culture of each department within the Investment Division, as well as job rotations that allow them to gain experience in multiple departments as they consider their future careers. We also conduct personnel exchanges between the Investment Division and middle- and back-office divisions, including the Risk Management Division, to promote mutual understanding of each other's work and enhance communication across divisions.



Support for Autonomous Career Development

To support the autonomous career development of each employee, we are implementing initiatives from three perspectives: providing opportunities to think about careers, providing learning opportunities for career development, and providing opportunities to realize careers.

As part of these initiatives, we utilize tools that help employees view career development as something familiar and relevant, including comic-style educational content, personality assessment tools, and original board games with different goals tailored to each employee's job category, grade, and role. Through these initiatives, we are fostering a culture in which employees proactively think about their careers.

In addition, through the Career Challenge System, which enables employees to take on new positions through an open application process, we provide opportunities for employees to realize the careers they envision for themselves. To support the achievement of these career goals, we have established a variety of learning content, training programs, and qualification support systems.

Through these initiatives, we promote changes in employees' awareness and behavior toward their careers and support autonomous career development.



Career Type Assessment Tool / Career Experience Tool



Career Experience Tool

Human Resources Strategy

Pillar 2 Enhance Job Satisfaction

We believe that enabling each employee to work in a healthy, energetic, and authentic manner requires both systems and a workplace environment that allow employees to fully leverage the knowledge and experience they have developed.

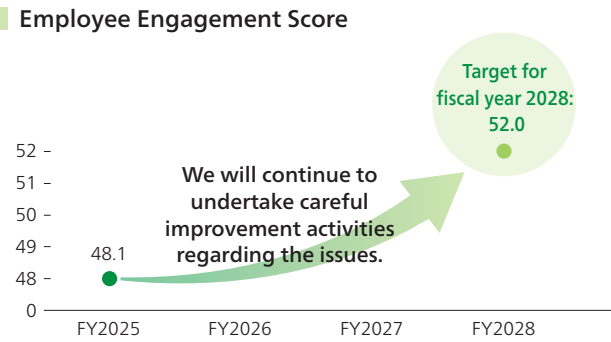
To date, we have steadily improved the workplace environment by expanding the flextime system and strengthening support for balancing work with childcare, nursing care, and other responsibilities.

In addition, since FY2023, we have conducted an annual employee engagement survey to understand employee awareness and organizational issues. The survey results are discussed at Executive Committee meetings, and members of the Executive Committee visit individual organizations to engage directly in dialogue and discussions with employees. Through these and other initiatives, we are addressing identified issues as company-wide management priorities.

Furthermore, we have established the ECHO BOX, which enables employees to submit proposals and opinions directly to management, and we continue to enhance both direct and indirect communication throughout the Bank.

Issues identified through the employee engagement survey are addressed through coordinated improvement efforts among the relevant organizations, utilizing a variety of opportunities and communication tools.

We will continue these ongoing improvement efforts to create a workplace that is both comfortable and rewarding.



Note: Score based on survey results provided by Link and Motivation, Inc. The average among companies using the company's survey is set at 50 (standard score).

Issues	~FY2025	FY2026	FY2027	FY2028
Promoting Understanding of the Management Philosophy and Strategies	- Hold Town Hall Meetings through ECHO and exchange views with frontline organizations - Expand channels for sharing Company information (Introduction of the employee app)	- Enhance communication between management and employees through the continued implementation of Town Hall Meetings and visits to frontline organizations - Promote understanding of the Management Philosophy through information sharing via the employee app and strengthen connections with employees		
Enhancing the Transparency and Effectiveness of Performance Evaluation	- Promote understanding of the performance evaluation system through various initiatives, including the use of support tools - Revise the performance evaluation system to encourage employees to take on new challenges	- Ensure regular dialogue to confirm progress toward goals and provide appropriate follow-up - Review the personnel and compensation systems		

Promoting Understanding of the Management Philosophy and Business Strategy

Town Hall Meetings and Frontline Visits

To deepen employees' understanding of the Management Philosophy and business strategy, we are strengthening opportunities for members of senior management to engage directly in dialogue with employees. Since FY2024, we have held Town Hall Meetings connecting the President with employees across Japan, both in person and online. These meetings provide an opportunity for the President to communicate management's thinking and business strategy directly while also listening to employees' views, thereby

emphasizing two-way dialogue.

In addition, the President has personally visited all 144 frontline organizations nationwide (as of March 31, 2026) to exchange views with employees, further deepening mutual understanding between management and employees.

We will continue to promote understanding of the New Medium-term Management Plan through careful and ongoing dialogue with employees.

Introduction of the Employee App

We introduced an employee app as a platform for sharing the Management Philosophy and business strategy on a daily basis. The app enables employees to access messages from management at any time, creating an environment in which all employees can feel closely connected to management's thinking. The app also allows employees to share their reactions and opinions, promoting two-way internal communication across regions and organizations. In addition, by consolidating access to the in-house newsletter, employee benefits information, and resources supporting career development, childcare, and nursing care, the app

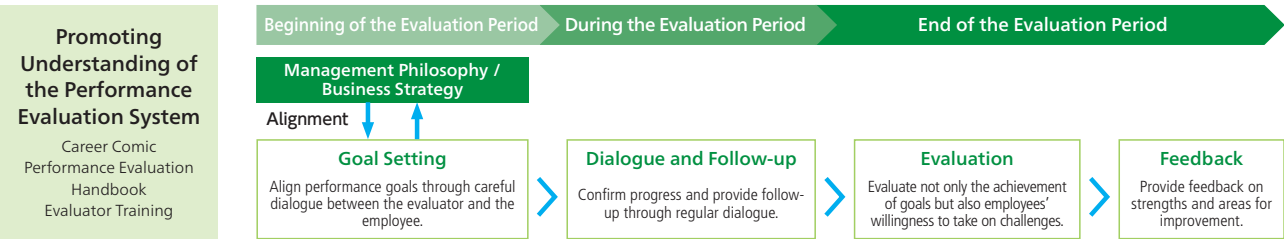
provides an environment in which all employees—including those on childcare leave—can access Company information anytime and anywhere.



Enhancing the Transparency and Effectiveness of Performance Evaluation

We regard performance evaluation as one of the most important tools for developing human resources. We also believe that enhancing the transparency and effectiveness of performance evaluation is essential to improving employees' job satisfaction. Accordingly, at the beginning of each evaluation period, evaluators and employees carefully discuss and align their performance goals. During the evaluation period, they continue to engage in dialogue and follow-up regarding progress toward those goals and any issues that arise, thereby supporting the steady achievement

of objectives and enhancing employees' acceptance of year-end evaluations. Furthermore, rather than relying solely on a deduction-based evaluation approach, we have introduced an additional evaluation system that recognizes contributions made through taking on challenges. Through this and other initiatives, we are working to establish a highly effective evaluation system in which employees' efforts are appropriately recognized.



Promoting Understanding of the Performance Evaluation System

To help employees easily understand the performance evaluation system, we distribute Career Comic in digital comic format to all employees and provide a Performance Evaluation Handbook explaining the evaluation system and its underlying principles.

In addition, evaluator training is conducted every year to promote a common understanding of the principles and evaluation standards of the performance evaluation system, thereby improving both the quality of evaluations and employees' acceptance of evaluation results.



Fostering a Culture That Encourages Employees to Take on Challenges

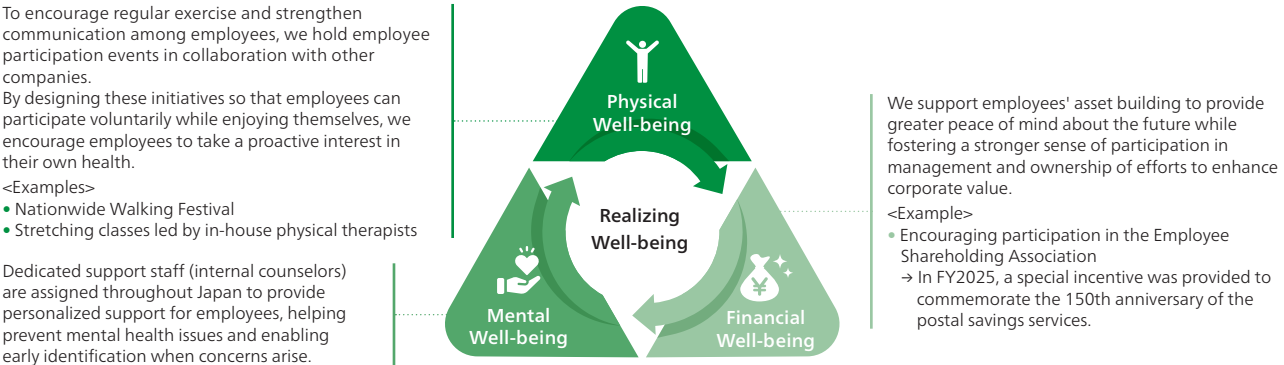
In addition to evaluating employees based on business performance targets and behaviors expected for their respective roles, we position employees' willingness to take on challenges as an important evaluation element. Even when initiatives do not immediately produce tangible results, employees may report activities that are expected to contribute to the organization over the longer term, proactive and ambitious challenges, and initiatives that improve productivity, all of which are eligible for additional evaluation points. Through this approach, we have established a framework that

appropriately recognizes employees' willingness to take on challenges and the processes behind those efforts. As a tangible way of recognizing these efforts, we present Challenge Awards and Idea Awards to commend innovative ideas and creative initiatives. We also provide employees with opportunities to present their challenges and ideas directly to members of the Executive Committee. We will continue to foster a culture that encourages employees to take on challenges, thereby enhancing employee motivation.

Realizing Employee Well-being

We are continuously implementing initiatives and establishing systems that promote the physical and mental health of our employees, which forms the foundation for enhancing each employee's well-being. We believe that creating an environment where employees can work with vitality and excitement leads to higher productivity and

sustainable organizational growth. Through these ongoing initiatives, Japan Post Bank has been certified as a 2026 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category (White 500)) for the fifth consecutive year.



For more information: https://www.jp-bank.japanpost.jp/en/sustainability/social/human_capital/ability/

"Health and Productivity Management" is a registered trademark of the Health and Productivity Management Research Institute (NPO).

Human Resources Strategy

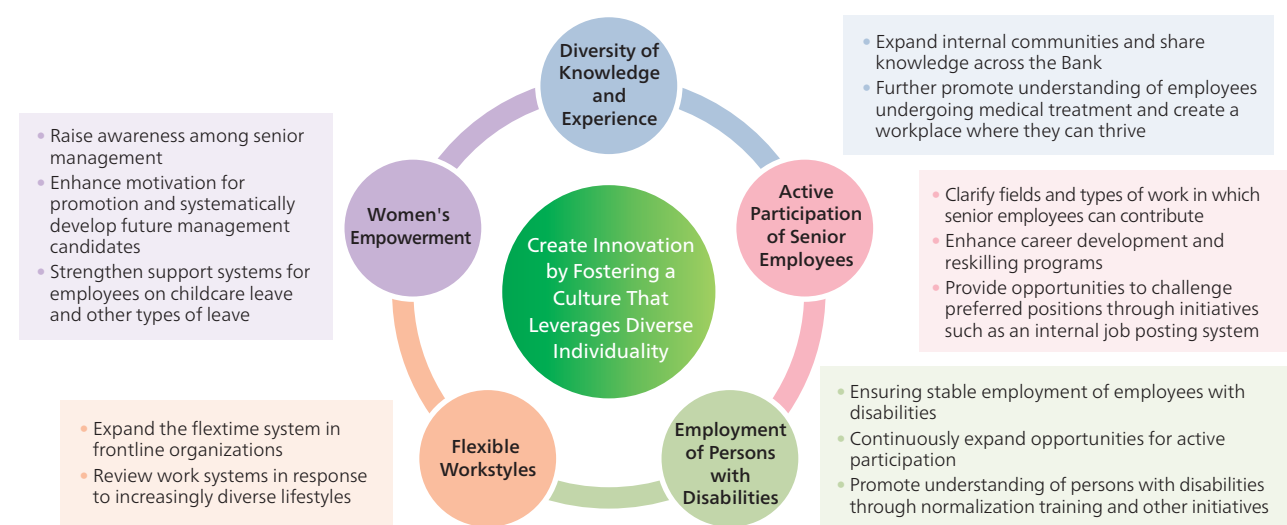
Pillar 3 Effectively Utilize Diversity

To accurately respond to the rapidly changing social environment and increasingly diverse customer needs and to achieve sustainable growth, we believe that diverse perspectives and ways of thinking are indispensable. Accordingly, we are committed to creating an environment in which diverse talent can thrive. In particular, given the Bank's origins and historical background as a relatively homogeneous organization, we have placed a strong emphasis on promoting DE&I.

Specifically, in addition to strong messages from top management, we have deepened understanding across the Bank by creating opportunities for dialogue between senior management, external experts, and women leaders.

Furthermore, under the leadership of the department responsible for promoting diversity, we have fostered a culture in which employees respect and value each other's individuality through activities of the Yucho Diversity Committee, a voluntary employee organization with members across Japan, and by expanding opportunities for communication among employees.

We are also advancing initiatives to support the career development of senior employees, promote the active participation of employees with disabilities, and deepen understanding of LGBTQ+. Going forward, we will further accelerate the success of diverse talent through the continued promotion of DE&I.



Promoting Women's Empowerment

To incorporate diverse values into management and create an environment in which more women can leverage their individuality and thrive, we established the Women's Leaders Network, consisting of women executives and general managers. Through this network, we continue initiatives such as roundtable discussions with members of the Executive Committee.

In addition, to address the issue of the limited number of women managers serving as role models, we have introduced Diagonal 1on1 between women managers and women employees. Through these opportunities, participants identify role models whose experiences they can partially relate to and develop a more positive outlook on their own careers. Since launching this initiative in FY2023, approximately 1,000 employees and around 600 pairs had participated by the end of FY2025.

As a result of these initiatives, Japan Post Bank was ranked second overall in the Nikkei Woman Best 100 Companies Where Women Can Thrive 2026.



At the Women Leaders' Network, we discussed issues and response policies aimed at raising awareness among leadership.

Ratio of women in managerial positions
20.8% (As of April 2026)

Promoting the Employment of Persons with Disabilities

To ensure that employees with disabilities can continue working with confidence, we are committed to improving the working environment and supporting employee retention through initiatives such as employing job coaches. As a result, many employees with disabilities are playing active roles in a wide range of organizations across Japan.

For example, at the JAPAN POST BANK ARIGATO Center, employees hand-color the stationery enclosed with correspondence sent to customers, delivering our message of "Thank You" to each customer.

In addition, as part of our integrated efforts with our Health and Productivity Management initiatives, we have introduced health keepers at five locations, and many employees make use of this service.



Hand-coloring Stationery

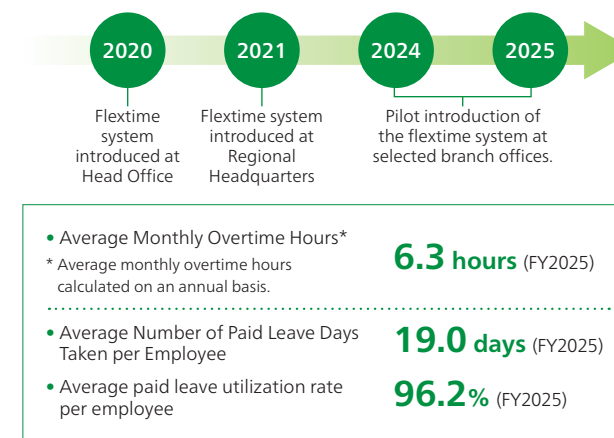
Employment Rate of Persons with Disabilities
3.24% (As of June 2025)

Promoting Flexible Workstyles

Expanding the Flextime System

A significant proportion of Japan Post Bank employees are raising children or providing family care. To support the balance between work and childcare or nursing care, we have introduced a flextime system as one of our initiatives to promote flexible workstyles.

The flextime system was introduced at Head Office in FY2020. Today, all Head Office departments operate under a full flextime system with no core hours. To enable greater flexibility for employees working at sales offices and other customer-facing locations, we began a pilot program at selected sales offices in FY2024. Going forward, we will expand the scope of the system based on the results of the pilot program.



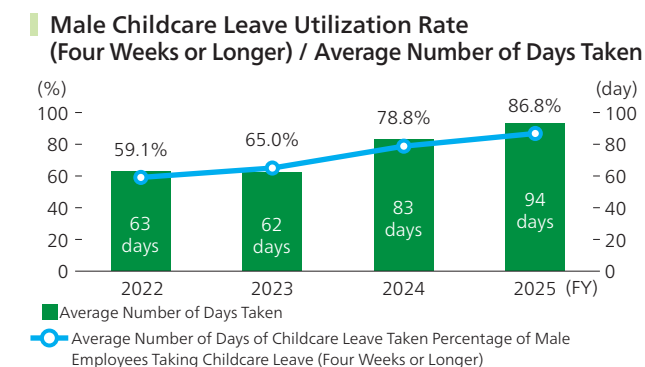
Promotion of Childcare Leave

As Japan's declining birthrate and aging population have become major social issues, Japan Post Bank places particular emphasis on supporting employees in balancing work with childcare and other family responsibilities.

As a key initiative, in October 2025, we introduced a Childcare and Nursing Care Leave Support Allowance. Under this system, up to 200,000 yen per employee taking leave is allocated and paid to employees who support the work of colleagues taking childcare leave or nursing care leave, thereby fostering a culture in which teams support child-rearing and other responsibilities together.

Today, a culture of sharing housework and childcare has taken root within the Bank. In FY2025, the childcare leave utilization rate for both men and women reached 100%, while the percentage of male employees taking childcare

leave of four weeks or longer and the average number of days taken increased to 86.8% and 93.6 days, respectively.



Active Participation of Senior Employees

As Japan's declining birthrate and aging population continue to intensify competition for younger talent and increase labor mobility, it is essential for the Bank's sustainable growth that employees with extensive knowledge and experience continue to play active roles over the long term.

Against this backdrop, we introduced a Self-Career Dock Program for senior employees, supported by career advisors, to strengthen adaptability during career transition periods.

Specifically, we conducted a Life Career Workshop for employees aged 55 (approximately 400 employees in FY2025), providing opportunities for participants to reflect on their careers to date and proactively consider their future careers. Following the workshop, each participant has an individual career consultation with a career advisor to deepen self-understanding and receive support in translating their

reflections into new actions. Participants have commented positively, saying that "the program changed the way I think about my future career."



Career Talks with individual employees are also used to identify organizational issues underlying employees' individual concerns.

Diversity of Knowledge and Experience

We regard Diversity of Knowledge and Experience as an important management resource that contributes to enhancing corporate value, and we are promoting initiatives to leverage this resource.

For example, to connect each employee's background and experience to organizational strength, we have established various communities and support networks, including Can-Yu-kai, a community for employees who are cancer survivors, thereby fostering a culture that transforms

diversity into organizational strength.

In addition, to create a workplace where everyone can thrive with confidence, we promote understanding of LGBTQ+. We also define same-sex partners as spouses under our internal systems, enabling them to access marriage leave, dependent allowances, company housing, and other benefits on the same basis as opposite-sex partners. As a result of these initiatives, Japan Post Bank has received the Gold rating in the PRIDE Index, an evaluation index for LGBTQ+ initiatives, for eight consecutive years.

Special Feature

The President and Employees Discuss the Future

Creating Value for the Future

On May 2, 2025, Japan Post Bank marked a major milestone—the 150th anniversary of the postal savings business. As we look toward the next 10, 20, and even more years ahead, we are reexamining how we should manage the Bank to achieve sustainable growth. In this roundtable discussion, the President and young managers working at Head Office exchanged views on the future of financial services in an era of rapid change.



* Positions as of March 31, 2026.

Looking ahead to the next 10 and 20 years—and beyond—what do you see as the Bank's key challenges, what should it aspire to become, and what would you personally like to take on?

The Future of Business Created by Advances in Digital Technology

Nishikawa I believe digitalization will continue to advance. At the same time, however, there will always be customers who are not comfortable using digital technologies. That is why I believe one of our key challenges is achieving the integration of physical and digital channels by making effective use of our physical branch network while continuing to advance digitalization.

I also believe that, even in the future, our branches will not become completely unmanned. Some customers will continue to find digital services difficult to use, while others will simply prefer speaking with our employees. I can envision a future in which customers complete procedures by operating digital devices themselves, but I believe our current approach—providing services while employees remain close to customers—will not change.

Nakano Some customers gather the information they need in advance through digital channels and then visit a branch for consultation before making a final decision. If Head Office can understand what information customers have viewed through digital channels and share that information with branches, branch employees will be able to make proposals that better meet customers' needs.

Nishikawa Looking back, I realize how quickly digital tools have evolved—from feature phones to smartphones, mobile apps, and now AI. Ten years from now, entirely new services that we cannot even imagine today may exist. I hope to continue contributing to the Bank through application and system development, so I believe it is important to stay constantly alert to the latest technological developments.

Kasama New technologies have the potential to fundamentally transform our business model. For example, our tokenized deposits initiative, announced recently (September 2025), has the potential to create new business opportunities for the Bank. Not only tokenized deposits, but technological innovation itself is often the starting point for game-changing developments. That is why we must continue to closely monitor changes taking place around the world.

Joined the Bank in 2012. Drawing on her experience in the System Development Department, she is engaged in the development of the Yucho Tetsuzuki App.



A Culture of Listening to Customer Feedback

Nakano One of the things I strongly identify with is our management policy of providing safe, secure, courteous, and attentive financial services to everyone throughout Japan. I believe this is a unique part of the Bank's identity that we should continue to uphold for the next 150 years. That said, I also believe we need to continuously review the services we provide. I recently learned that one manufacturer has established Five Principles of Product Development, under which user testing is conducted whenever a new product is developed. This enables the company to accurately identify market needs and quickly bring products to market.

Kasama We also have mechanisms for incorporating customers' feedback into management, and we conduct user testing in some cases. Your point is that there is still room to improve these mechanisms, isn't it?

Nakano Yes. For example, when we introduce newly developed systems, we conduct thorough user testing. However, when we make relatively small- or medium-scale functional enhancements, there are cases where user testing is not carried out. Similarly, when updating existing deposit products, I believe we should make even greater efforts to confirm users' opinions.

Kasama So the next step is to reach a level where we thoroughly incorporate users' opinions into everything we do.

Nishikawa When we introduced the Yucho Tetsuzuki App, we conducted extensive customer surveys at the outset. However, when

developing additional functions, there were occasions when greater priority was given to feedback from employees responsible for operations and to operational workloads. That said, I believe we have been able to properly reflect the feedback we receive from customers through our branch counters.

Kasama I'm reassured to hear that. The fact that customers' feedback are being reflected in our services shows that our Management Philosophy—"Using customer feedback as our compass for tomorrow"—has truly taken root among our employees.



Joined the Bank in 2013. He is responsible for advertising and promotional initiatives, including mass-media campaigns such as television commercials, based on data analysis.

Nakano Looking ahead, I hope we can build a mechanism that makes even greater use of customers' feedback in developing our products and services. I also hope that, through initiatives such as the Stakeholder Engagement Committee, which incorporates customers' feedback into management, sincerely listening to customers' real voices will become firmly established as part of our corporate culture.

The Significance of Providing Services to All Customers

Nishikawa Recently, we have seen a sharp increase in the number of foreign customers opening accounts with the Bank. President Kasama, how do you think we should respond to the growing number of transactions with foreign customers?

Kasama As long as the Japan Post Group is committed to providing Universal Service, we will not differentiate the services we provide based on who our customers are, unless required by laws or regulations. Rather, I believe we should pursue greater operational efficiency and explore new business opportunities while maintaining Universal Service as our foundation.

Toda We expect the number of procedures involving foreign customers to continue increasing. However, because many of our foreign customers are relatively young, I believe we can respond effectively by further advancing digitalization. It is also said that foreign residents may account for around 10% of Japan's total population in the near future. We should therefore regard them as an important customer segment that can contribute to the Bank's future growth.

Nishikawa Transactions with foreign customers tend to be associated with complex and time-consuming administrative procedures. However, today's discussion has reminded me that viewing foreign customers as valued customers whose needs contribute to the Bank's growth is equally important.

Looking Beyond Individual Organizations to Strengthen the Company

Seki When I look at our corporate culture, I feel that, although we should always work with the Company as a whole in mind, there are still occasions when we focus too much on the interests of our own organizations.

Nishikawa I also feel that a silo mentality still exists among departments and divisions at Head Office. It is natural for people in different positions to have different perspectives. However, I believe



Joined the Bank in 2013. In addition to supporting the operation of the Board of Directors, he is responsible for coordinating with directors, particularly Outside Members of the Board of Directors.

it is important to understand each other's positions and engage in discussions while giving full respect to one another's views.

Kasama One possible solution would be to encourage personnel exchanges between departments that tend to have a strong silo mentality. Such exchanges could help deepen mutual understanding. What do you think?

Nishikawa I think personnel exchanges would be extremely effective in helping employees understand each other's departments. I have worked in both the System Division and the Operations Division, and there were many things I only came to understand after actually being assigned there. That experience made me realize the importance of mutual understanding firsthand.

Nakano In the past, when a matter required a management decision, the usual approach was to explain it individually to each relevant executive and obtain approval one by one. Since President Kasama assumed office, however, there have been more opportunities for the executives responsible for related initiatives to come together and discuss issues directly. As a result, decision-making has become faster, and communication has become more open.

Seki Just as executives now hold thematic meetings, I think it would also be effective for younger managers like us, who are responsible for day-to-day operations, to hold similar meetings. Such opportunities could help break down silo mentality across the organization.

Kasama For me, transforming our corporate culture is one of our most important management priorities. I feel we have made more progress than I initially expected, but there is no finish line. We will continue working together to move these efforts forward.

Finally, President Kasama, could you share a closing message?

One of the Most Important Roles of Managers Is to Serve as the Organization's "Connecting Point"

Kasama The most important thing for Japan Post Bank is that everyone moves in the same direction. Senior management looks several years—and sometimes more than a decade—ahead, as reflected in the Medium-term Management Plan. Meanwhile, employees at our branches devote themselves every day to serving the customers in front of them. Employees at Head Office and managers, who stand between these two groups, play a vital role as the organization's connecting point, ensuring that everyone is working toward the same goal. They must fully understand the intentions of management, communicate them in a way that is easy for their teams to understand, and, at the same time, clearly communicate important issues back to senior management. I would like to build an organization where this kind of bridge-building takes place effectively. Today's discussion has given me many valuable insights. Thank you all very much.

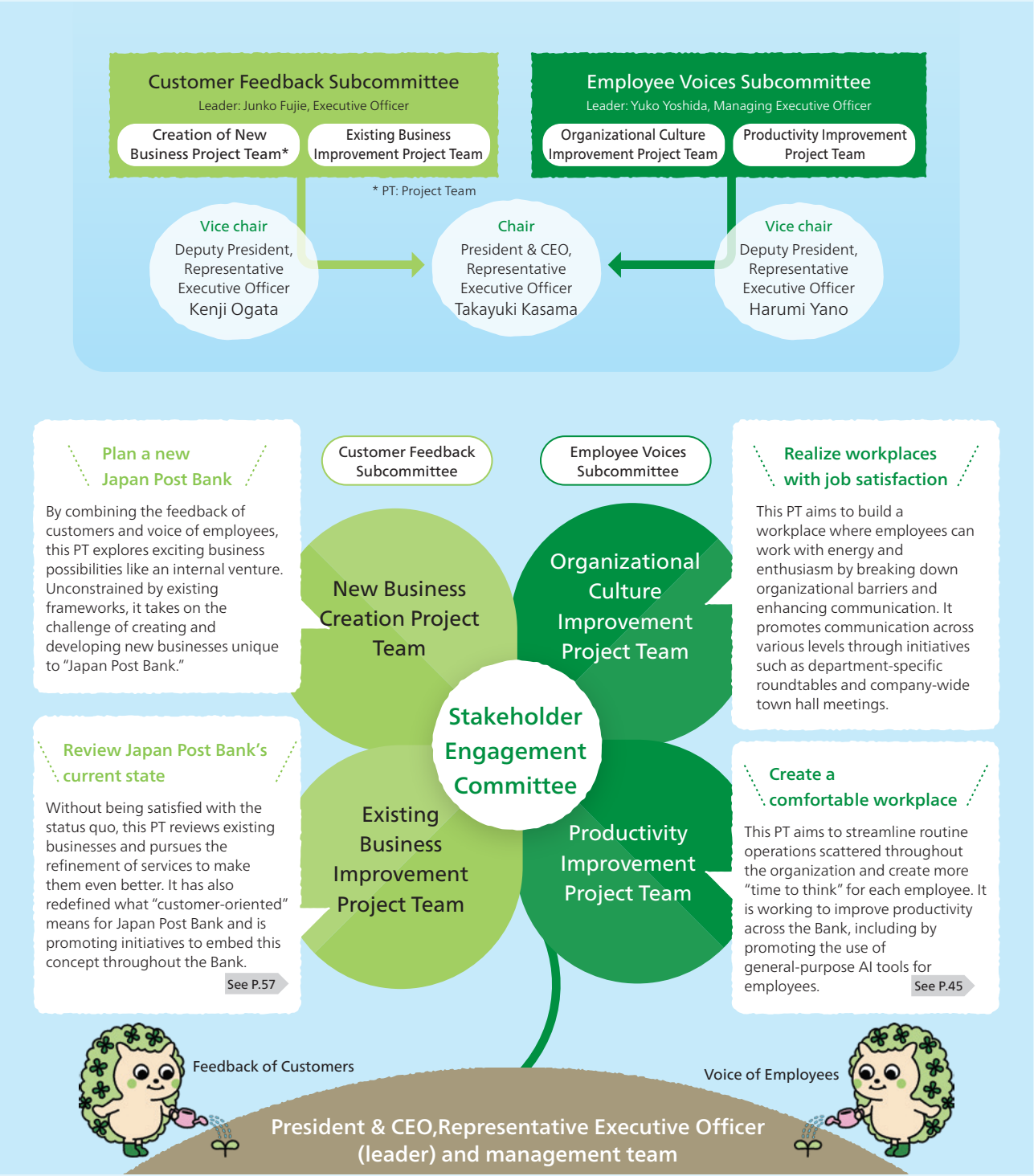


Corporate Culture Reform

Stakeholder Engagement Committee

In 2024, Japan Post Bank established the Stakeholder Engagement Committee, a special committee composed of key management members, including the President & CEO, Representative Executive Officer. The committee was established as a cycle for directly incorporating the Feedback of Customers and the Voice of Employees into management, with the aim of further promoting and practicing customer-

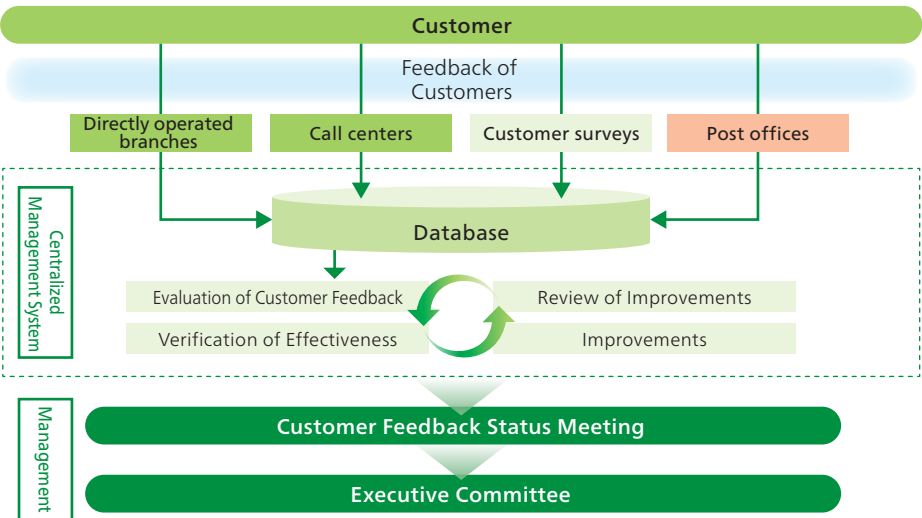
oriented business conduct. As shown in the diagram below, the committee has subcommittees and Project Teams. Members from different departments, positions, and years of experience sincerely listen to a wide range of voices and make bottom-up proposals to management, not only to improve products and services, but also to create new value.



Value Co-creation with Customers

Customer feedback received at directly operated branches, post offices, call centers, and other contact points is centrally managed at Head Office, as shown in the diagram below. This feedback is used to improve products and services and is reported to the Customer Feedback Status Meeting, chaired

by the President and Representative Executive Officer, as well as to the Executive Committee and other bodies. In a customer satisfaction survey conducted in December 2025, approximately 73% of customers responded that they were satisfied with the Bank's services.



Examples of Product and Service Improvements Based on Customer Feedback

Feedback of Customers	Improvements
"I would like to be able to purchase JGBs online."	We improved the Yucho Bankbook App and Yucho Direct to enable customers to apply to purchase JGBs for individuals, use electronic delivery services, and manage transactions and balances. (May 2025)
"When using the Yucho Bankbook App for ATM deposits and withdrawals, the button is difficult to find. I would like the layout to be easier to understand."	We renewed the menu screen and updated it with a more visible and user-friendly design. (May 2025)

TOPICS

Initiatives by the Existing Business Improvement Project Team of the Stakeholder Engagement Committee

With the aim of reviewing existing businesses and refining services to make them even better, the PT redefined what "customer-oriented" means at Japan Post Bank. What does "customer-oriented" mean for Japan Post Bank? What is necessary for Japan Post Bank to continue being chosen by customers? Through interviews with other companies and repeated discussions with employees who interact with customers every day, as well as with management, we newly established Three Guidelines as a decision-making framework to be shared by all employees.

These guidelines do not exist independently of one another. They form an integrated framework for action to deepen relationships with customers and continue delivering corporate value.

In June 2026, we incorporated these Three Guidelines into the Basic Policy on Customer-oriented Business Operations.

At Japan Post Bank, all employees, including management, are committed to thoroughly practicing customer-oriented business conduct.

Three Guidelines

1. Being a Lifelong Partner to Our Customers.
2. Delivering Tailored Value Anytime, Anywhere, and Through Any Connection.
3. Continuously Evolving.

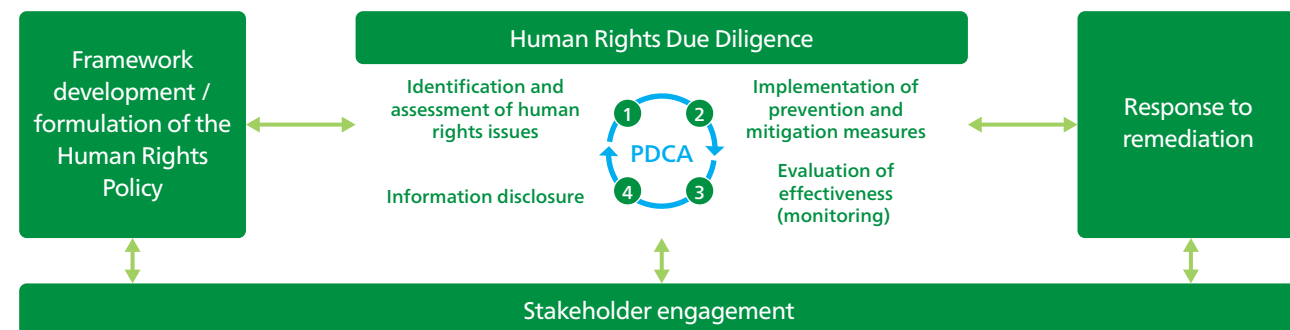
Respect for Human Rights

Japan Post Bank considers respect for human rights to be both an important social responsibility and an essential foundation for sustainable management as we work to realize our management philosophy of becoming “the most familiar and trusted bank.” We believe that respecting the human rights of all people involved in our business activities, including customers, suppliers, and employees, leads to the accumulation of trust and business sustainability. Japan Post Bank has established its Human Rights Policy and promotes initiatives to respect human rights through the business and social activities of the Bank and the Japan Post Group.

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

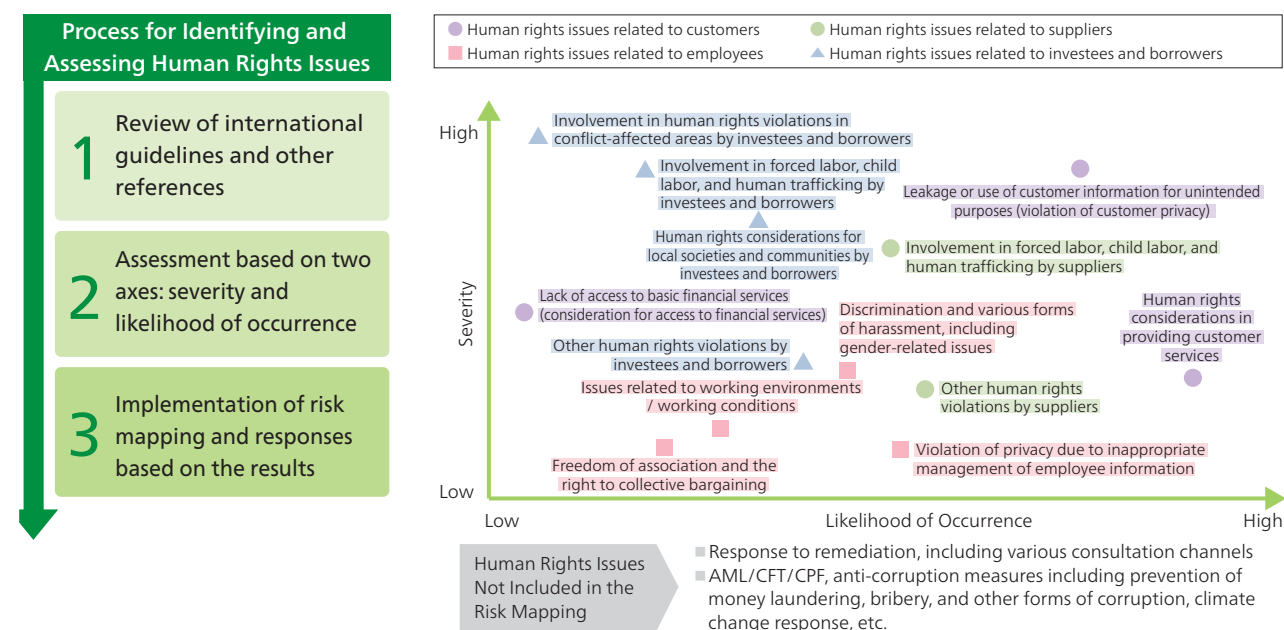
Through these efforts, we contribute to realizing a safe, secure, and prosperous society and seek to enhance corporate value over the long term. The status of initiatives to respect human rights is discussed by the Sustainability Committee and the Executive Committee, and is regularly reported to the Board of Directors to ensure effectiveness. Our Human Rights Policy, established in April 2019, is periodically revised in light of trends in international guidelines and other developments. We will continue to review the policy on an ongoing basis, taking into account changes in social conditions and the business environment.

Implementation of Human Rights Due Diligence



Identification and Assessment of Human Rights Issues

Japan Post Bank identifies human rights issues that the Bank should address based on international guidelines, the role expected of financial institutions, and other factors. The identified human rights issues are assessed and mapped along two axes: severity and likelihood of occurrence. We will continue to review the mapping results in light of changes in the external environment and other factors.



Initiatives to Address Human Rights Issues

Japan Post Bank undertakes various initiatives, including prevention and mitigation measures, for each human rights issue by stakeholder group.

Initiatives for Customers	● Providing financial services to customers throughout Japan ● Promoting barrier-free access, universal design, and related initiatives in both physical and non-physical aspects	● Human rights considerations in products, services, and advertising materials ● Multilingual support ● Customer information management, implementation of financial education, etc.
Initiatives for Suppliers	● Establishment and revision of the Japan Post Group CSR Procurement Guidelines ● Inclusion of human rights considerations in contracts	● Communication of whistleblowing channels ● Implementation of supplier surveys
Initiatives for Employees	● Implementation of various training programs on discrimination and harassment, and publication of internal newsletters	● Promotion of health management initiatives ● Promotion of DE&I ● Improvement of working environments, etc.
Initiatives for Investees and Borrowers	● Establishment and revision of the Sustainability Investment and Financing Policy ● Engagement activities	● Promotion of sustainable finance ● Prevention of involvement in human rights violations in conflict-affected countries

Initiatives for All Rights Holders (Formulation of the AI Policy)

In recent years, as AI technologies have become essential to the development of society and companies, the use of AI has required responses to ethical issues and risks. Against this backdrop, the Japan Post Group formulated the Japan Post Group AI Policy to further promote the use of AI and strengthen the governance framework that supports it. The policy recognizes risks such as the destabilization and

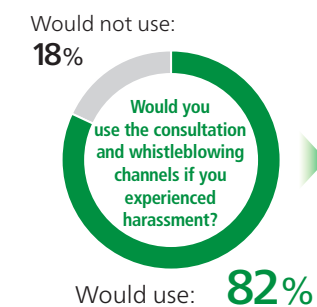
disruption of society caused by false, misleading, or biased information generated by AI, as well as concerns that AI outputs may hinder autonomous human decision-making. It states that necessary measures will be taken, that the Group will strive to use AI free from all unfair and harmful bias and discrimination, and that it will respond appropriately so that customers can use services safely and securely.

Dialogue with Employees (Stakeholder Engagement)

Employees are important stakeholders who are at risk of becoming victims of human rights violations. Japan Post Bank conducts an annual human rights survey of its employees, who are both users of the Bank’s services and a key channel for customer feedback, and uses the results to improve its human rights due diligence.

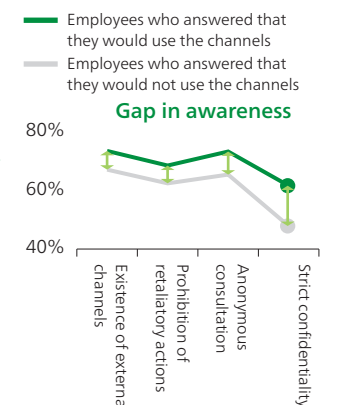
In FY2025, we again conducted a survey regarding consultation and whistleblowing channels. The results showed that there remains a difference in awareness of the system between employees who answered that they would use the consultation and whistleblowing channels and those who answered that they would not. Compared with the previous fiscal year, trust in the channels has improved. We will continue working to raise awareness of the system and enhance trust in it.

Trust in Consultation and Whistleblowing Channels



Figures are rounded to the nearest whole number.

Awareness of Consultation and Whistleblowing Channels



Evaluation of Effectiveness (Monitoring)

Japan Post Bank has established quantitative monitoring indicators to verify whether initiatives to prevent and mitigate negative impacts on human rights are effective. We

will continue monitoring these indicators while working to further enhance human rights due diligence.

Rights Holders	Quantitative Indicators	FY2022	FY2023	FY2024	FY2025
Employees	Number of internal whistleblowing reports	241	195	196	178
	Number of harassment-related reports and consultations	105	144	128	129
	Number of confirmed harassment cases	9	10	11	20
Customers	Number of personal information leaks (indexed to FY2022 = 100)	100	89	86	95
Suppliers	Number of supplier contract violations (CSR clauses)	0	0	0	0
Investees and borrowers	Number of negative screening cases (investees and borrowers identified as cluster munition manufacturers)	0	0	0	0

Environment (TCFD/TNFD-aligned)

Japan Post Bank recognizes the principal risks associated with climate change, natural capital, and biodiversity as including a decline in social reputation resulting from insufficient initiatives and a decline in the value of securities and other assets held by the Bank. At the same time, the Bank recognizes business opportunities, including expanding

investment opportunities in green bonds and other sustainable finance instruments. To appropriately mitigate these risks and capture these opportunities, we are promoting a wide range of initiatives, including establishing targets for sustainable finance and publishing a roadmap toward achieving those targets.

Governance Framework For the governance framework, see P.65.

Initiatives related to climate change, natural capital, and biodiversity are led by the Sustainability Management Office of the Corporate Planning Department. Matters are submitted to and reported to the Sustainability Committee,

the Executive Committee, and the Board of Directors, with the Board overseeing the Bank’s response to climate-related and nature-related risks and opportunities.

ESG Metrics Reflected in Executive Compensation

Japan Post Bank has introduced a performance-linked executive compensation system for Executive Officers. In FY2025, 15% of annual monetary compensation (annual bonuses) was linked to the achievement of ESG-related KPIs. This applies to all Executive Officers, including the President and Representative Executive Officer.

For details, see P.73–75.

Natural Capital and Biodiversity Conservation Initiatives

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

Social Contribution Activities for the Environment

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

Strategy

Roadmap Toward Net Zero and Nature Positive

Japan Post Bank has been working toward achieving net zero GHG emissions by 2050 by reducing emissions from its own operations while also reducing emissions associated with its investment and financing portfolio.

Under the New Medium-term Management Plan, which commenced in FY2026, we have established a new target of achieving approximately ¥10 trillion in new sustainable finance investment and financing by FY2030.

Net Zero Declaration										Interim Target	Final Target
FY	2019	2020	2021	2022	2023	2024	...	2030	...	2050	
GHG emissions: net zero Climate Change											
Acceleration of efforts toward net zero											
Own emissions (Scope 1+2) [10,000 t-CO ₂]		4.8	4.4	4.3	2.4	1.9	1.8				
		Switch to renewable energy at the Bank's own facilities		Continue switching to renewable energy / replace gasoline-powered vehicles with HV vehicles, etc.							
Financed emissions* (Scope 3, Category 15)					Boost emissions reductions through engagement						
All sectors	Absolute emissions [million t-CO ₂]			48	47	39					
	Per unit of investment [t-CO ₂ /100 million yen]	120	99	85	81	67			vs. FY2019 ▲50%		
Financing to boost decarbonization and nature positivity Climate Change Natural Capital											
Contribute to addressing social issues through sustainable finance											
Sustainable finance (cumulative new investments and financing) [trillion yen]		0.6	1.6	2.8	4.6	6.3		Approx. ¥10 trillion			
		Maintain investment in green bonds and similar instruments									
Outstanding balance of project finance for new construction of coal-fired power plants		Maintained at zero									

* Finance portfolio emissions may be revised retroactively in the future if there is a change in the vendor acquiring the emissions data or the calculation method is improved. The values above are calculated using the corporate value used in the attribution factor based on book value

Identification of Risks and Opportunities For risk management, see P.62.

Japan Post Bank recognizes that climate change, natural capital, and biodiversity present risks such as a decline in the value of the securities held by the Bank due to typhoons, floods, and changes in the business environment of investees and borrowers.

With respect to opportunities, based on publicly available market research, we recognize that green bonds and similar instruments represent a global issuance market of approximately US\$500 billion annually, providing continuing

investment opportunities for the Bank. In addition, we recognize that appropriate initiatives and disclosures contribute to increased investor demand for Japan Post Bank shares through inclusion in investment indices and recognition as an ESG-leading company. Although it is difficult to quantify this effect precisely, we estimate that index inclusion alone has resulted in at least several tens of billions of yen of investment in our shares within the scope that can be reasonably identified.

Initiatives as an Institutional Investor

Sustainability Investment and Financing Policy

Based on the JAPAN POST BANK Environmental Policy and the JAPAN POST BANK Human Rights Policy, we have established the Sustainability Investment and Financing Policy to appropriately address environmental issues such as climate change and biodiversity, as well as social issues including human rights, while securing stable long-term

returns and reducing investment risk. In April 2026, we newly introduced provisions relating to mining (excluding thermal coal) and woody biomass power generation. We will continue to review the policy periodically in response to changes in the internal and external environment.

Cross-sector Prohibited Activities	Businesses that violate the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), businesses involving forced labor, child labor, or human trafficking and other prohibited activities
Sector-specific Policy (Prohibited or Subject to Careful Review)	Weapons manufacturing, palm oil, coal-fired power generation, deforestation, coal mining (thermal coal), large-scale hydropower generation, mining (excluding thermal coal), woody biomass power generation, and oil and gas (oil sands, Arctic development, shale oil and gas, pipeline construction)

ESG Integration

When making investment and financing decisions, we assess the environmental, social, and governance (ESG) initiatives of investees and borrowers as part of our credit assessment process.

By considering ESG factors as qualitative factors that may affect creditworthiness, we practice ESG integration in our investment and financing activities.

Examples of Engagement

Theme	Investees and Borrowers	Dialogue
Climate Change	Energy supply and network operators	•Confirmed that the company is advancing emissions reduction initiatives integrated into its business operations, including the introduction of renewable energy, enhancement of network infrastructure, and improved energy efficiency through equipment upgrades.
Natural Capital	Infrastructure operators adjacent to natural environments	•Confirmed that the company has adopted alternative facility layouts and construction methods to minimize impacts on ecosystems and landscapes, and is implementing vegetation management and conservation activities that take into consideration the habitats of rare flora and fauna.

Initiatives as a Business Operator

During the previous Medium-term Management Plan period, Japan Post Bank reduced GHG emissions from its own operations by switching electricity used at its facilities to renewable energy and replacing gasoline-powered vehicles used for business activities with environmentally friendly vehicles such as EVs and HVs.

In addition, from 2026, we introduced a new initiative under which business partners wishing to express congratulations on personnel appointments or transfers may make donations in lieu of sending congratulatory flowers or similar gifts.

Response to Disasters and Accidents

When natural disasters, accidents, or other emergencies caused by climate change or other factors occur, Japan Post Bank supports affected communities by providing services such as free remittance of disaster relief donations. In FY2024, the Japan Housing Finance Agency and the Japan Post Group entered into a Comprehensive Cooperation Agreement for Supporting the Early Recovery of Disaster-

affected Areas to cooperate in the timely exchange of information on disaster damage and other matters and to support post-disaster reconstruction. We will continue to appropriately identify and respond to the impacts of climate change and other risks so that customers can continue to use our services with confidence, even during disasters.

Support Through the “Yucho Eco-Communication” Program

To deepen mutual communication with local communities and residents and contribute to the sustainable development of regional communities, Japan Post Bank provides donations to organizations across Japan that address regional social issues, including environmental conservation, community coexistence, and next-generation development, thereby supporting their activities.



Environment (TCFD/TNFD-aligned)

Risk Management

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

Climate-related risks and nature-related risks are classified into physical risks and transition risks. These risks may affect the Bank through credit risk / market risk, liquidity risk, operational risk, and reputational risk.

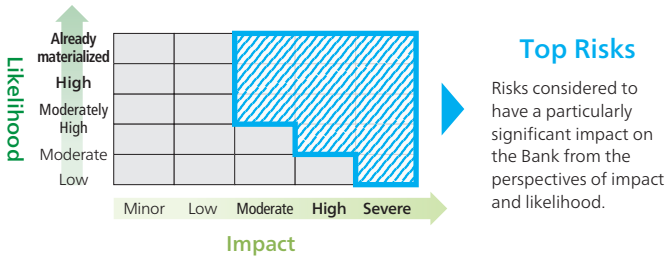
(Short term: within 1 year / Medium term: 1–5 years / Long term: over 5 years)

Financial Risk Category	Climate-related Risks		Nature-related Risks	
	Physical Risks	Transition Risks	Physical Risks	Transition Risks
Credit Risk / Market Risk*1	• Damage to facilities of investees and borrowers caused by typhoons, floods, or other natural disasters may deteriorate their business performance and creditworthiness, resulting in a decline in the value of securities held by the Bank. Short to Long term	• Changes in the business environment related to climate change*2 may deteriorate the business performance and creditworthiness of investees and borrowers, resulting in a decline in the value of securities held by the Bank. Medium to Long term	• Damage to facilities of investees and borrowers caused by floods, wildfires, and other nature-related events may deteriorate their business performance and creditworthiness, resulting in a decline in the value of securities held by the Bank. Short to Long term	• Changes in the nature-related business environment*3 may deteriorate the business performance and creditworthiness of investees and borrowers, resulting in a decline in the value of securities held by the Bank. Medium to Long term
Liquidity Risk	• Increased demand for repair funds due to typhoons, floods, and other natural disasters may increase cash outflows. Short to Long term	• Delays in responding to changes in the climate-related business environment*2 may increase funding costs. Medium to Long term	• Increased demand for repair funds due to floods, wildfires, and other nature-related events may increase cash outflows. Short to Long term	• Delays in responding to changes in the nature-related business environment*3 may increase funding costs. Medium to Long term
Operational Risk	• Typhoons, floods, and other natural disasters may cause damage to facilities and business interruptions. Short to Long term	• Changes in the climate-related business environment*2 may increase the Bank's response costs. Medium to Long term	• Floods, wildfires, and other nature-related events may cause damage to facilities and business interruptions. Short to Long term	• Changes in the nature-related business environment*3 may increase the Bank's response costs. Medium to Long term
Reputational Risk	• Inadequate responses to climate change may lead to a decline in the Bank's social reputation. Short to Long term		• Inadequate responses to natural capital may lead to a decline in the Bank's social reputation. Short to Long term	

Notes
*1 As securities constitute the majority of the Bank's investment assets, credit risk and market risk are presented together.
*2 Climate-related changes in the business environment: Strengthened regulations on GHG emissions, replacement of existing products and services with lower-carbon alternatives, changes in consumer behavior, rising raw material costs, etc.
*3 Nature-related changes in the business environment: Strengthened regulations aimed at restoring natural capital, replacement of existing products and services with those having lower dependence on or impact on nature, changes in consumer behavior, rising raw material costs, etc.

Risk Management Integrated into the Risk Appetite Framework (RAF)*

To maintain financial soundness while securing stable and medium- to long-term earnings, Japan Post Bank has introduced the Risk Appetite Framework (RAF) to clearly define and visualize the types and levels of risk that the Bank is willing to assume. Climate-related risks and nature-related risks are also assessed and managed within this framework.



Impact	Likelihood
• Quantitative assessment: Evaluated on a five-level scale based on the financial impact on the Bank, including net income and unrealized gains (losses) on available-for-sale securities. • Qualitative assessment: Evaluated on a five-level scale based on the degree of impact on business operations and reputation.	• Evaluated on a five-level scale based on whether the risk has already materialized or, if not, the expected timeframe in which it may occur.

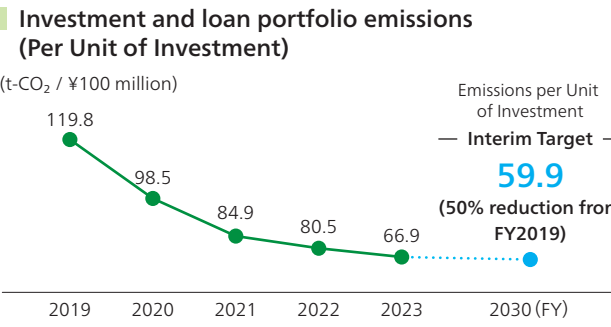
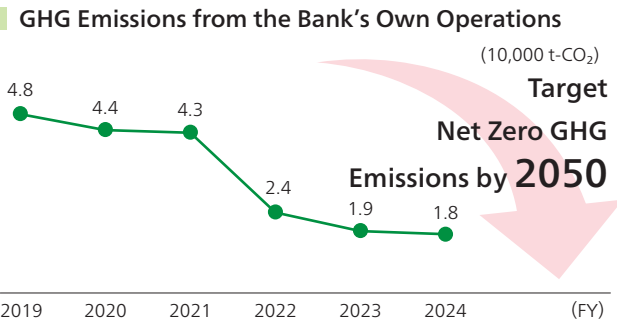
Note
* Risk Appetite refers to the types and overall level of risk that the Bank is willing to accept in order to achieve its business plan, taking into account the characteristics of its business model. The Risk Appetite Framework (RAF) is a management framework that uses risk appetite as a common language throughout the Bank for risk-taking policies, including capital allocation and profit maximization.

Metrics and Targets

Progress in Reducing GHG Emissions

The Bank has steadily reduced GHG emissions from its own operations (Scope 1 and Scope 2) through initiatives including the introduction of renewable energy at its facilities. Emissions from the investment and loan portfolio emissions (Scope 3, Category 15) have also continued to decline toward the interim target—a 50% reduction from the FY2019 level on a per unit of investment basis by FY2030—as a result of steady engagement with investees

and borrowers. The Bank believes that encouraging investees and borrowers to advance decarbonization initiatives through engagement contributes not only to reducing GHG emissions across society as a whole, but also to enhancing the resilience of investees and borrowers, thereby mitigating the Bank's credit risk and market risk. Accordingly, we will continue to promote these initiatives.



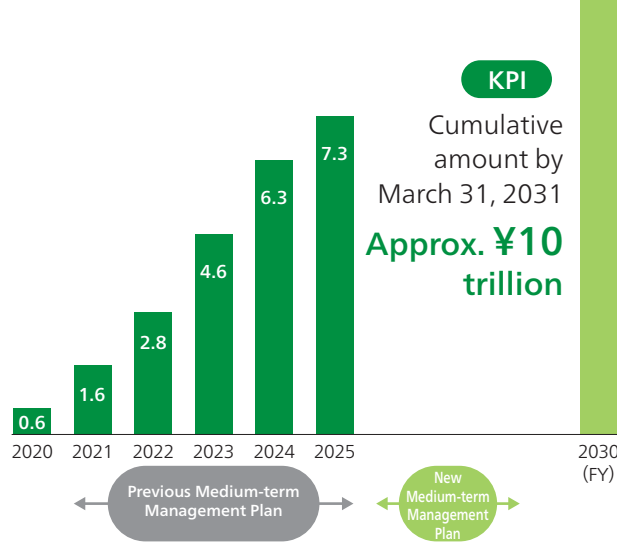
Note: Figures for the Bank's own GHG emissions and investment and loan portfolio emissions are rounded to the nearest whole number.

Progress in Sustainable Finance and Measurement of Positive Impact

While seeking stable medium- to long-term returns, Japan Post Bank has established investment and financing targets for Sustainable Finance to support investees and borrowers in addressing social issues through financing. Accordingly, we promote investment and financing in green bonds/loans, transition bonds/loans, and other sustainable finance instruments. The Bank believes that, as one of Japan's largest institutional investors, providing investment and financing to

meet the growing demand for funding to achieve decarbonization and Nature Positive will contribute both to enhancing corporate value and to addressing social issues. In addition, recognizing that the creation of positive impact contributes to a virtuous cycle of economic growth and sustainability, we will continue to enhance our methodologies for measuring and utilizing impact.

Cumulative New Sustainable Finance Investment and Financing



Examples of Positive Impact Created through Sustainable Finance

Contribution to GHG Emissions Reduction	Approx. 9.7 million t-CO₂/year Estimated reduction in GHG emissions achieved by companies and other organizations through projects financed by Japan Post Bank.
Reduction / Avoidance of Water Use	Approx. 400,000 tons/year Estimated volume of water use reduced or avoided through projects financed by Japan Post Bank.
People Benefiting from Improved Health	Approx. 79,000 people/year Estimated number of people whose health has improved through projects financed by Japan Post Bank.
Job Creation	Approx. 9,600 people/year Estimated number of jobs created through projects financed by Japan Post Bank.

Co-Creating a Connected Society

Supporting the Next Generation

Supporting the next generation is a common challenge shared by all communities. As the use of credit cards, electronic money, and other cashless payment methods has expanded, financial problems involving children and young people have become increasingly diverse. Japan Post Bank believes that helping improve financial literacy to address these issues is part of its responsibility as a financial

institution.
By leveraging its expertise as a financial institution to provide financial education and other learning opportunities, the Bank contributes to the development of children and helps build a brighter future for local communities.

The Japan Post Bank Piggy Bank Design Contest
Since 1975, the Bank has organized The Japan Post Bank Piggy Bank Design Contest with the aim of encouraging children’s creativity through designing piggy banks while fostering their interest in saving. In FY2025, 240 winning entries were selected from 368,018 submissions, and exhibitions were held throughout Japan.
For every entry submitted, the Bank donated ¥10, for a total of ¥3,680,180 (including approximately 12,500 stationery items), to the Japan Committee for UNICEF, the Japan International Cooperation Agency (JICA), and JOICFP (Japanese Organization for International Cooperation in Family Planning).
In FY2025, marking its 50th anniversary, The Japan Post Bank Piggy Bank Design Contest was officially recognized by Guinness World Records™ as the longest-running piggy bank design competition.



Guinness World Records™ Title: Longest-running Piggy Bank Design Competition



Award-winning Entries

Sponsorship of the FES Contest
The Bank sponsors the FES Contest National Competition, organized by the Japan Financial Education Support Organization.
The FES Contest is a contest by students, for students, in which junior high and high school students create financial education videos for elementary school students, while university students support the operation of the competition.
The contest aims to provide elementary, junior high, high school, and university students with opportunities to regard financial education as personally relevant.
Sharing the objectives of the contest, the Bank supports its operation.



Awards Ceremony of the 3rd FES Contest National Competition

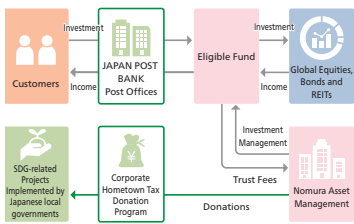
Financial Education Classes (Outreach Programs)
With globalization, the widespread adoption of cashless payments, and the lowering of the legal age of adulthood, the importance of financial education continues to grow.
The Bank conducts financial education classes, including outreach programs at elementary, junior high, and high schools. Using original teaching materials, these classes help children develop sound financial literacy by teaching them the value of money and how to manage it responsibly.



Japan Post Bank Financial Classroom

TOPICS “Delivering Together” Project

As part of its regional revitalization initiatives, the Bank promotes the “Delivering Together” Project.
Under this project, a portion of the revenue generated from the Nomura World Six Assets Diversified Fund, managed by Nomura Asset Management and distributed through post offices and Japan Post Bank, is donated—through the Corporate Hometown Tax Donation Program—to Japanese local governments in 46 prefectures (excluding Tokyo) that are implementing regional revitalization initiatives under Japan’s Town, People and Job Creation policy.



Sustainability Promotion Framework

At Japan Post Bank, sustainability initiatives are integrated into the New Medium-term Management Plan and the annual management plan, enabling the Bank to promote its business strategy and sustainability in an integrated manner. The Bank has also established a company-wide framework to advance sustainability by incorporating sustainability-related

evaluation indicators into the performance-linked compensation of all Executive Officers. Matters relating to sustainability initiatives are deliberated by the Sustainability Committee and are submitted or reported to the Executive Committee and the Board of Directors in a timely and appropriate manner.

Governance Structure		FY2025 Discussions	
		Matters for Resolution / Deliberation	Reports
Supervision	Board of Directors	Deliberation of the New Medium-term Management Plan and formulation of the annual management plan (including the establishment of materialities and sustainability-related KPIs)	Status of sustainability management promotion (reported quarterly in conjunction with progress under the annual management plan)
	Executive Committee	Formulation of the Risk Appetite Statement (designating sustainability-related risks, including climate change, natural capital, and human rights, as Top Risks)	Status of the Risk Appetite Statement (Top Risks reassessed quarterly)
	Sustainability Committee	Determination of the executive compensation system incorporating sustainability-related evaluation indicators (Compensation Committee)	Status of sustainability management promotion (reported to Audit Committee approximately once a year)
Execution	Corporate Planning Department Sustainability Management Office	Deliberation of the Sustainability Investment and Financing Policy and proposed revisions to the Basic Sustainability Policy	Matters deliberated and reported by the Sustainability Committee (twice a year)
	Relevant Business Departments	Progress of sustainability initiatives and the FY2026 action plan	
		Progress in the review of materialities for the next Medium-term Management Plan	Status of human rights due diligence Progress in responding to the Sustainability Disclosure Standards (SSB Standards)
		Review of sustainable finance targets	

Harumi Yano
Deputy President,
Representative Executive Officer,
Member of the Board of Directors
Chair, Sustainability Committee

Under its Purpose—“We aim for the happiness of our customers and employees, and to contribute to the development of societies and local communities.”—Japan Post Bank aims to provide financial services that meet the needs of customers of all generations throughout Japan. In May 2026, in conjunction with the launch of the New Medium-term Management Plan, the Bank established four materialities (key social issues) aligned with the four business strategies under the new plan.
As social issues continue to evolve rapidly, the Bank will continue to promote sustainability management by engaging in ongoing discussions about how its business activities can contribute to solving these challenges.

For details, see Pages 30–33.

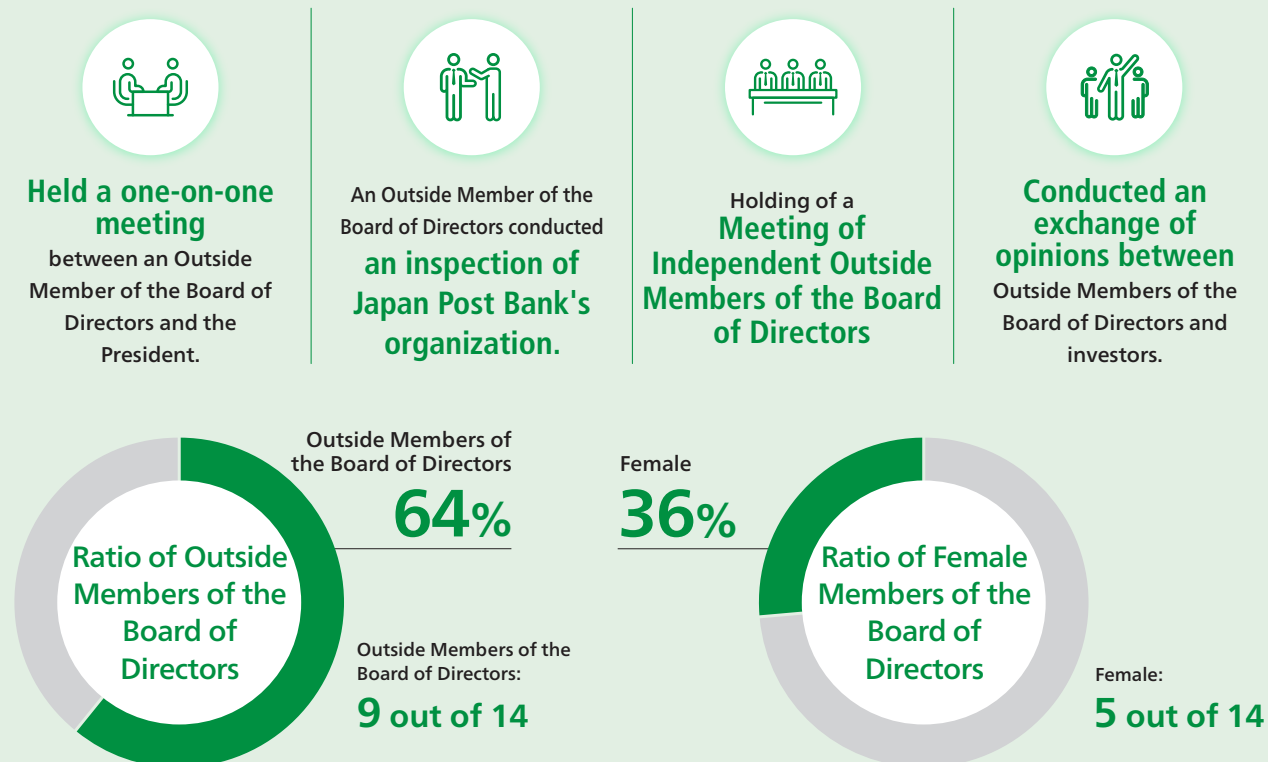
TOPICS Publication of the Sustainability Focus Report 2026



In May 2026, Japan Post Bank published the Sustainability Focus Report 2026. The report explains the background to the formulation of the Bank’s four materialities, which were newly established as the key social issues to be addressed through its business activities, and introduces specific initiatives related to each materiality. It also provides detailed information, including progress updates, on the Bank’s initiatives relating to climate change, natural capital and biodiversity, and human rights.
https://www.jp-bank.japanpost.jp/en/sustainability/report/pdf/sustainability_focus_report_2026_en.pdf

Corporate Governance

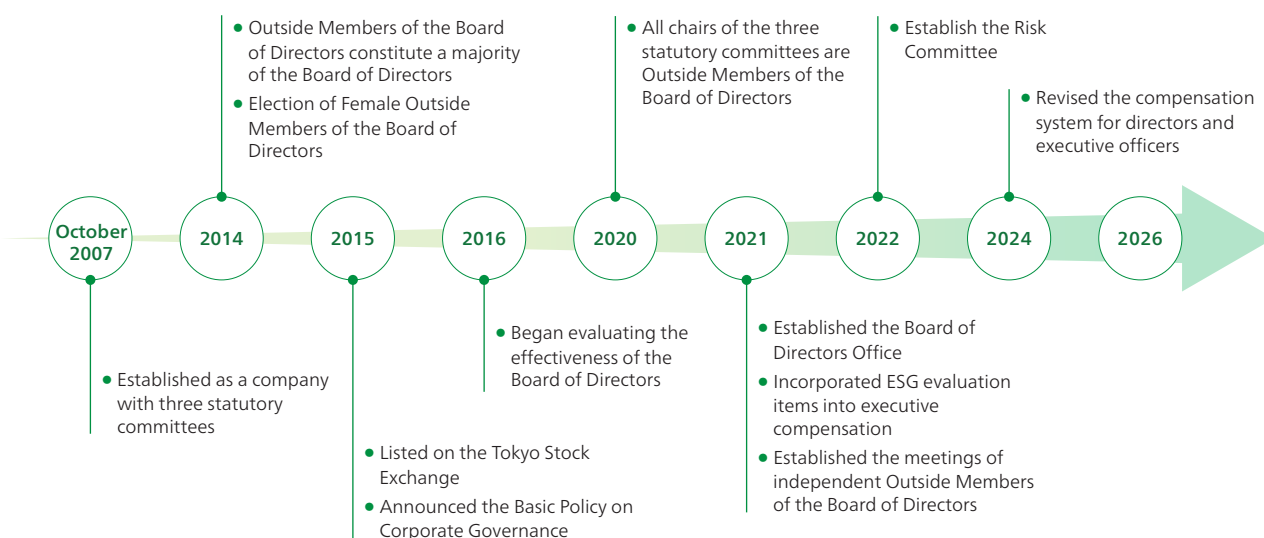
Features of the Corporate Governance of JAPAN POST BANK Co., Ltd. (as of July 1, 2026)



Transition in Strengthening Corporate Governance

At Japan Post Bank, we have continuously enhanced and strengthened our corporate governance framework to ensure that we keep delivering the distinctive value that is uniquely Japan Post Bank to all our customers. Going forward, we will further advance our corporate governance

by clearly defining the roles and responsibilities of the Board of Directors and enhancing its effectiveness, while responding to changes in our business environment and the expectations of our various stakeholders.



Basic stance on corporate governance

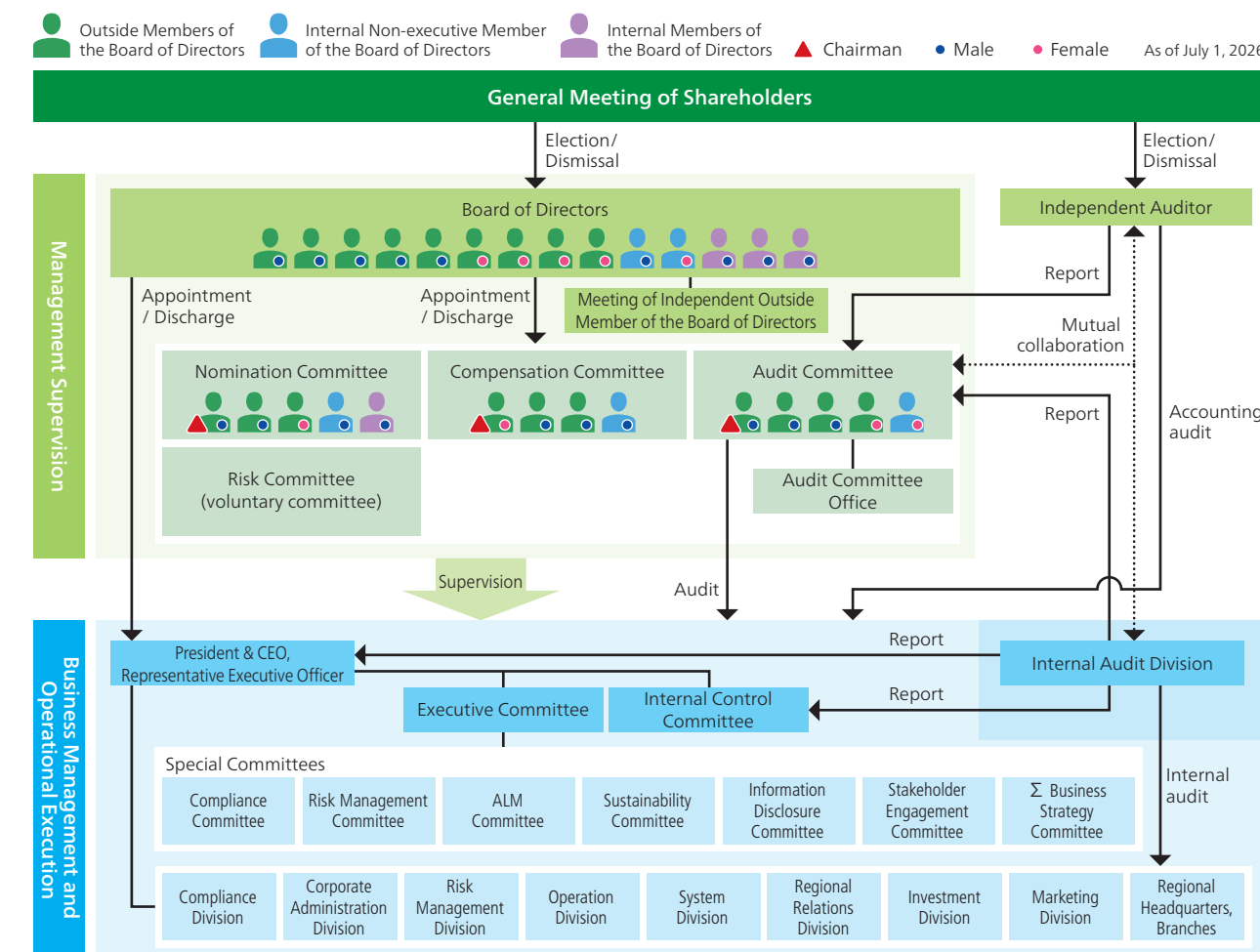
With a view to its sustainable growth along with improvement of its corporate value over the medium to long term, JAPAN POST BANK attaches great importance to

- 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.



	Role
Meeting 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.

 For details of the “Corporate Governance System”, please see the following:
<https://www.jp-bank.japanpost.jp/en/sustainability/governance/system/>

Corporate Governance

List of Directors (As of July 1, 2026)

Outside Member of the Board of Directors

 Kenzo Yamamoto Outside Member of the Board of Directors Affiliated committees : Audit Committee, Risk Committee Significant concurrent positions : Representative of Office KY Initiative Outside Director of SUMITOMO LIFE INSURANCE COMPANY. Attendance at Board of Directors meetings 93% (15/16 meetings) Attendance at Audit Committee meetings 100% (14/14 meetings) Attendance at Risk Committee meetings 100% (6/6 meetings)	 Keiji Nakazawa Outside Member of the Board of Directors Affiliated committees : Audit Committee, Compensation Committee. Significant concurrent positions : None. Attendance at Board of Directors meetings 100% (16/16 meetings) Attendance at Audit Committee meetings 100% (14/14 meetings) Attendance at Compensation Committee meetings100% (6/6 meetings)
 Atsuko Sato Outside Member of the Board of Directors Affiliated committees : Risk Committee Significant concurrent positions : 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. Attendance at Board of Directors meetings 100% (16/16 meetings) Attendance at Risk Committee meetings 100% (6/6 meetings)	 Reiko Amano Outside Member of the Board of Directors Affiliated committees : Compensation Committee. Significant concurrent positions : None. Attendance at Board of Directors meetings 100% (16/16 meetings) Attendance at Nomination Committee meetings 100% (2/2 meetings) Attendance at Compensation Committee meetings100% (4/4 meetings)
 Akane Kato Outside Member of the Board of Directors Affiliated committees : Audit Committee Significant concurrent positions : Representative Director of AKANE IDENTITIES INC. Attendance at Board of Directors meetings 100% (16/16 meetings) Attendance at Audit Committee meetings 100% (14/14 meetings)	 Shigeki Mori Outside Member of the Board of Directors Affiliated committees : Nomination Committee, Compensation Committee Significant concurrent positions : Advisor of Nippon Sheet Glass Co., Ltd. Member of the Board as Outside Director of Bridgestone Corporation Attendance at Board of Directors meetings 100% (13/13 meetings) Attendance at Nomination Committee meetings 100% (5/5 meetings) Attendance at Compensation Committee meetings100% (4/4 meetings)
 Junko Moro Outside Member of the Board of Directors Affiliated committees : Nomination Committee Significant concurrent positions : Advisor of Mitsui O.S.K. Lines, Ltd. Outside Director of LIFE CORPORATION Visiting Professor of Okayama University Attendance at Board of Directors meetings 100% (13/13 meetings) Attendance at Nomination Committee meetings 100% (5/5 meetings)	 Takao Nakayama Outside Member of the Board of Directors (Newly elected) Affiliated committees : Audit Committee Significant concurrent positions : Counsel of Anderson Mori & Tomotsune
 Toshimitsu Misawa Outside Member of the Board of Directors (Newly elected) Affiliated committees : Nomination Committee Significant concurrent positions : Senior Vice President of Oracle Corporation Director, Corporate Executive Officer, President of Oracle Corporation Japan	

Member of the Board of Directors

 Takayuki Kasama President & CEO, Representative Executive Officer, Member of the Board of Directors Affiliated committees : Nomination Committee Significant concurrent positions : Director of JAPAN POST HOLDINGS Co.,Ltd. Attendance at Board of Directors meetings 100% (16/16 meetings) Attendance at Nomination Committee meetings 100% (7/7 meetings)	 Harumi Yano Deputy President, Representative Executive Officer, Member of the Board of Directors Affiliated committees : - Significant concurrent positions : None Attendance at Board of Directors meetings 100% (16/16 meetings)
 Kenji Ogata Deputy President, Representative Executive Officer, Member of the Board of Directors Affiliated committees : - Significant concurrent positions : Managing Executive Officer of JAPAN POST HOLDINGS Co.,Ltd.. Attendance at Board of Directors meetings 100% (13/13 meetings)	 Kazuyuki Negishi Member of the Board of Directors Affiliated committees : Nomination Committee, Compensation Committee. Significant concurrent positions : Director and Representative Executive Officer, President & CEO of JAPAN POST HOLDINGS Co., Ltd. Director of JAPAN POST Co., Ltd. Director of JAPAN POST INSURANCE Co., Ltd. Attendance at Board of Directors meetings 100% (13/13 meetings) Attendance at Nomination Committee meetings 100% (5/5 meetings) Attendance at Compensation Committee meetings100% (4/4 meetings)
 Miho Ichiki Member of the Board of Directors Affiliated committees : Audit Committee, Risk Committee Significant concurrent positions : None Attendance at Board of Directors meetings 100% (13/13 meetings) Attendance at Audit Committee meetings 100% (10/10 meetings) Attendance at Risk Committee meetings 100% (4/4 meetings)	

Note: Attendance at Board of Directors or other committee meetings is based on actual attendance in fiscal 2025

Note: Kenzo Yamamoto, Keiji Nakazawa, Atsuko Sato, Reiko Amano, Akane Kato, Shigeki Mori, Junko Moro, Takao Nakayama and Toshimitsu Misawa 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_executives.html

Detailed list of skills and reasons for selection

Skills	Detailed list	Reasons for selection
Management (corporate management)	Extensive experience and insight as a corporate executive	Because high expertise in management is required for management strategies based on Japan Post Bank's purpose, Management Philosophy and medium- to long-term vision, and from the perspective of enhancing corporate value.
Legal, Compliance, and Risk Management	Legal experts who contribute to strengthening governance, and others with comparable specialized experience and insight.	We aim to be the most trusted financial institution that customers can use safely and securely 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 and bookkeeping.	From the perspective of maximizing corporate value, it is necessary for the planning, promotion and supervision of financial strategies such as shareholder returns, financial soundness and growth investments.
Finance and Market Operations	Extensive experience and broad expertise in banks, securities firms, and insurance companies.	As one of the largest institutional investors in Japan, we aim to capture trends in the financial markets and develop our business.
IT/DX	Insights on IT and digital transformation (DX) necessary for business reforms and productivity improvement	To promote new businesses, operational reforms, and productivity improvements while further strengthening the trust of our customers.
Sales/Marketing	Experience and insights in financial sales and corporate lending/relations, and insights in marketing	To enhance Japan Post Bank's corporate value by maximizing customer-experience value through customer-oriented sales activities and by revitalizing regional economies through strengthening regional relations.
Human Resource Development	Management experience and insights regarding human resource development and education	Because fostering and developing human resources, which are the 'source' of competitiveness and value creation and an 'asset', is indispensable 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 (materialities).

Skills Matrix of Members of the Board of Directors

Name		Experience and expertise							
		Management (corporate management)	Legal, compliance and risk management	Finance and accounting	Finance and market operations	IT/DX	Sales/Marketing	Human resource development	Sustainability
Outside Member of the Board of Directors	Kenzo Yamamoto		●		●				
	Keiji Nakazawa		●	●		●	●		
	Atsuko Sato		●		●		●	●	
	Reiko Amano		●						●
	Akane Kato	●					●	●	
	Shigeki Mori	●	●					●	●
	Junko Moro						●	●	●
	Takao Nakayama		●					●	
	Toshimitsu Misawa	●				●	●		●
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		●	●	●				●

Corporate Governance

Board of Directors Number of meetings held: 16 times (FY2025)

Role	Main Agenda and Operational Status
The Board of Directors is composed of 14 Members of the Directors (of whom 5 are female). Of the 14, 9 are Outside Members of the Board of Directors, 2 are Internal Non-executive Directors, and 3 are Internal Members of the Board of Directors. Directors with diverse experience and expertise perform the Board’s management oversight function.	In FY2025, we discussed important matters involved in the management strategy, including formulation of the FY2026 management plan, discussions on the formulation of the Medium-term Management Plan (FY2026 through FY2028), the compliance system, human capital management, and capital policies such as the repurchase and cancellation of the Bank’s shares, as well as other matters including the improper use of non-public financial information at post offices. In addition, from the perspective of ensuring the propriety of operations, the Board appropriately supervises business execution.

Status of Discussions in FY2025

Main topics discussed by the Board of Directors in FY2025	
• Deliberations toward the formulation of the new Medium-term Management Plan (FY2026–FY2028) • Promotion of sustainability management • Risk appetite statement for FY2026 • Formulation of the FY2026 Management Plan • Progress of the FY2025 Management Plan • Capital and dividend policy (including revisions to earnings and dividend forecasts) • Repurchase of treasury stock	• Strengthening management systems for post offices in light of improper use of non-public financial information • Enhancement of the corporate governance system • Strengthening of the compliance framework • Improvement of customer-oriented services • Promotion of human capital management • Promotion of measures against money laundering, terrorist financing and proliferation financing • Strengthening IT governance and cybersecurity management systems • Establishment of a framework to ensure operational resilience

Main supervisory and deliberative matters

Supervise the steady progress of the previous Medium-term Management Plan.	Formulation of a “Medium-to-Long-term Vision” toward the new Medium-term Management Plan	Strengthening the management framework for post offices
Regarding progress of the previous Medium-term Management Plan, in addition to KPIs we substantively monitored the implementation status of initiatives and exercised appropriate oversight. In addition, with respect to capital policy, and taking into account steady progress, we actively discussed measures such as the repurchase of bank’s shares and revisions to earnings forecasts and dividend forecasts, including by convening extraordinary meetings of the Board of Directors.	Towards the formulation of the new medium-term management plan, and based on our assessment of domestic and international environments, Japan Post Bank established a new “medium- to long-term vision” derived from its Purpose and Management Philosophy, and held multifaceted discussions on four business strategies and capital policy, etc. In addition, we selected four materialities (priority issues) linked to the business strategies.	In March 2025, we received a request for reporting from the Financial Services Agency regarding the improper use of non-public financial information at post offices. We have received timely reports on the progress of measures to prevent recurrence and on coordination with Japan Post Co., Ltd., and have conducted multifaceted discussions.

Evaluation of the Effectiveness of the Board of Directors

Japan Post Bank’s Board of Directors annually analyzes and evaluates the effectiveness of the Board of Directors and each committee, taking into account, among other things, each director’s self-evaluation, and discloses an outline of the results.

1. Evaluation Method

(1) Consideration of Evaluation Methods	
The Board of Directors considered the use of an independent third-party evaluator to assess the effectiveness of the Board. However, it concluded that, at this stage, the existing self-	evaluation process, consisting of questionnaires and discussions among Directors, remains the most appropriate approach. Accordingly, the evaluation was conducted in accordance with the following procedures.

period	Procedure details
July–August 2025	Discussion on the utilization of third-party evaluation organizations (Board of Directors)
December 2025 to January of the following year	Exchange of opinions on questionnaire items (Meeting of Independent Outside Directors)
February 2026	A questionnaire was conducted for all Members of the Board of Directors.
March	Share the questionnaire results and each Member of the Board of Directors’ recognition of issues with all Members of the Board of Directors. Confirm opinions and requests to the Board of Directors regarding execution. Discussed improvement measures in response to the Members of the Board of Directors’ recognition of issues (Board of Directors).
April	At the Board of Directors meeting, the Board of Directors resolved the FY2025 evaluation of the effectiveness of the Board of Directors.

(2) Survey items

The major sections of the questionnaire are as follows. Each question is evaluated on a 10-point scale, and a free-text field is provided for comments regarding each item.

• Role of the Board of Directors • Composition of the Board of Directors and each committee (number of members, composition ratios, diversity of knowledge and experience, etc.) • Operation of the Board of Directors (meeting times, materials, etc.) • Status of discussions at the Board of Directors (appropriateness	- of matters for resolution and reporting, deliberation of matters related to management strategy, appropriate oversight, etc.) • Support system through prior briefings and information provision to Outside Members of the Board of Directors • Collaboration between the Board of Directors and each committee • Overall evaluation
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2. Overview of Evaluation Results

In FY2025, the Board of Directors placed particular emphasis on preparing a new Medium-term Management Plan by conducting analysis of internal and external environments, building a value-creation story that leverages Japan Post Bank’s strengths, and indicating the broad direction of corporate strategy.

(1) Results of the Effectiveness Evaluation of the Board of Directors for FY2025

Based on the analysis and evaluation, the Board of Directors concluded that its overall effectiveness in FY2025 was ensured. This assessment was based on the recognition that Directors with diverse experience engaged in strategic	discussions from their respective areas of expertise and that steady progress had been made in addressing the issues identified in the previous year’s evaluation.
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(2) Response to issues identified in last year’s evaluation

① Further enhancement of strategic discussions	
• Toward the formulation of a new Medium-term Management Plan, monthly deliberations were held from July 2025 onward. Based on forecasts that take into account changes in the domestic and external environment and by backcasting from Japan Post Bank’s purpose and Management Philosophy, we established a new “medium- to long-term vision” and engaged in multifaceted discussions on various business strategies, capital policies and other related matters.	• Based on the steady progress of the previous medium-term management plan, the company actively discussed capital strategies, such as share buybacks and revisions to earnings and dividend forecasts, including by holding an extraordinary meeting of the Board of Directors.

② Further enhancement of governance framework in response to changes in domestic and international environments	
• Regarding the strengthening of the management framework for post offices, which are the consignees of bank agency services, appropriately supervised them through timely reports to the Board of Directors and exchanges of views with Japan Post Co., Ltd.	

③ Developing an environment to facilitate information gathering by Outside Members of the Board of Directors	
• For matters to be submitted to the Board of Directors, materials were shared in advance and the department in charge explained the key points. • Shared, on an ongoing basis, the executive side’s meeting materials and minutes for Executive Committee meetings and other management meetings. Also provided an environment in which data related to management and business performance can be checked at any time.	• Provided, in a timely manner, information that could affect management—such as incidents of misconduct or system troubles—including details on their occurrence and the status of responses. • Enhanced training, study sessions, and site visits to various organizations to further deepen understanding of the Bank.

(3) Issues to be addressed for improvement

• Continued deliberation is required, from a more long-term perspective, regarding Japan Post Bank’s vision and the form of its governance.	• For the execution of the new Medium-term Management Plan and appropriate risk-taking, and to support implementation, sharing awareness of issues is important, and it is necessary to enhance exchanges of views between the Board of Directors and the executive side.
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3. Initiatives going forward

The Board of Directors of Japan Post Bank, based on this evaluation result, confirmed that it will work on the following matters to further enhance effectiveness.

- Continue discussions on the Bank’s long-term vision and management strategy from a long-term perspective
- Enhance discussions with executive management on key management issues to facilitate appropriate risk-taking, and enhance oversight of the new Medium-term Management Plan by monitoring not only KPIs but also its substantive progress.
- Further enhancement of the governance framework through strengthened coordination between the Board of Directors and each committee.

The Board of Directors of Japan Post Bank will, through these measures, work to further invigorate discussions at the Board of Directors and to further enhance its supervisory functions, aiming to achieve the sustainable enhancement of Japan Post Bank’s corporate value.

Corporate Governance

Nomination Committee Number of meetings held: 7 times (FY2025)



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

The Nomination Committee is composed of 5 Members of the Board of Directors (of whom 3 are 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 concerning the appointment or dismissal of Members of the Board of Directors to be submitted to the General Meeting of Shareholders.

Main Agenda and Operational Status

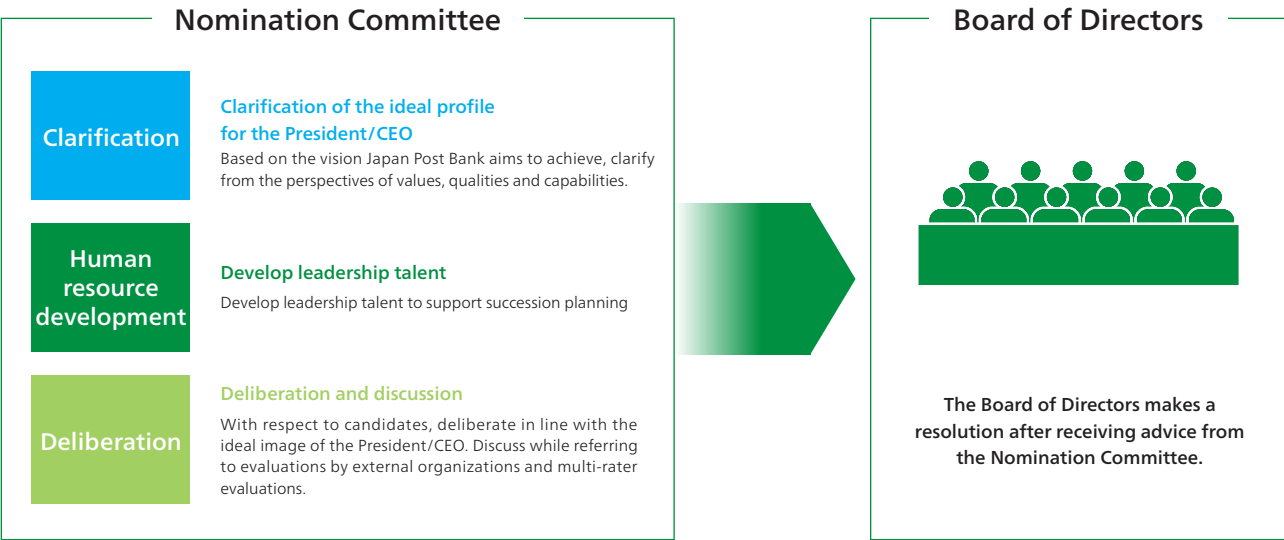
In FY2025, we decided on candidates for directors and engaged in ongoing discussions toward the appointment of directors for the next term. We also engaged in ongoing discussions regarding the president’s succession plan and related matters.

Succession Plan

To support the Bank’s sustainable growth and enhance its corporate value over the medium to long term, the Nomination Committee continuously discusses succession planning for the President & CEO, Representative Executive Officer. Based on the Bank’s vision for the future, the Committee has defined the desired profile of the President & CEO in terms of values, qualities, and capabilities, and

established objective evaluation criteria. In reviewing successor candidates, the Committee also takes into account individual assessments and multi-rater evaluations conducted by external experts. In addition, the Bank develops its leadership talent to ensure a robust succession pipeline, based on the evaluation criteria established for the desired President & CEO, Representative Executive Officer.

Election Process for the President & CEO, Representative Executive Officer



Election and Dismissal of Executive Officers / Nomination of Director Candidates

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

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

Compensation Committee Number of meetings held: 6 times (FY2025)



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

The Compensation Committee is composed of four Members of the Board of Directors, including three Outside Members of the Board of Directors. It determines the policy for deciding the compensation of individual Executive Officers and Directors, as well as the compensation of each individual Executive Officer and Director.

Main Agenda and Operational Status

For fiscal year 2025, we determined the individual compensation for executive officers and Members of the Board of Directors, as well as performance-linked compensation for executive officers. In addition, we discussed the level of officers’ compensation and related matters.

Compensation for Executive Officers

Policy regarding decisions on the amount of Executive Officers’ remuneration and the calculation method of such amounts

The Compensation Committee has established the Policy for determining the details of individual compensation for Directors and Executive Officers, as set out below. The compensation of the Bank’s Directors and Executive Officers is determined in accordance with this policy.

1. Compensation system

- 1 If a Member of the Board of Directors concurrently serves as an Executive Officer, compensation shall be paid for the Executive Officer position.
- 2 Regarding compensation received by Members of the Board of Directors of Japan Post Bank, taking into account the scope and magnitude of responsibilities for management, etc., fixed-amount compensation commensurate with their duties shall be paid.
- 3 With respect to compensation payable to Executive Officers of Japan Post Bank, the Bank shall provide base compensation (fixed-amount compensation) corresponding to responsibilities, bonuses as short-term incentives, and stock-based compensation as medium- to long-term incentives (non-performance-linked and performance-linked), and shall establish a framework that functions as a sound incentive for achieving performance targets and sustainable growth.

2. Compensation of Members of the Board of Directors

In light of their primary role of overseeing management, Directors receive fixed compensation commensurate with their responsibilities. The level of compensation is determined at an appropriate amount, taking into consideration the scope of each Director’s responsibilities, their role on each committee, and the Bank’s business performance and financial condition.

3. Compensation of Executive Officers

With respect to compensation for executive officers, taking into account differences in responsibilities associated with each position, a certain level of base compensation (fixed-amount compensation) commensurate with their duties, bonuses as short-term incentives, and stock-based compensation as medium- to long-term incentives (non-performance-linked and performance-linked) are paid. With respect to the level of base compensation, it shall be set at an appropriate level taking into consideration the magnitude of the responsibilities of Executive Officers and the current condition of Japan Post Bank. Bonuses will be granted annually as monetary payments calculated by multiplying a base amount corresponding to job responsibilities by a coefficient based on individual evaluations and a coefficient that varies according to the achievement status of the management plan, etc., so that they function as an incentive to steadily achieve annual performance targets. Stock-based compensation is designed to serve as a sound incentive for enhancing corporate value over the medium to long term and achieving sustainable growth. Under this program, a fixed number of points based on each Executive Officer’s responsibilities is awarded annually. In addition, following the final fiscal year of the Medium-term Management Plan, performance-linked points are awarded by applying a performance coefficient, determined based on the achievement of the management plan and other factors, to the base points assigned according to each Executive Officer’s responsibilities. Shares corresponding to the cumulative points are delivered upon retirement. However, a certain portion of such shares is converted into cash and paid as a monetary benefit. In addition, where an Executive Officer is responsible for an area that requires special business knowledge and skills and compensation based on such duties would result in an amount that is significantly lower than the level of compensation generally paid to officers at other companies who oversee that area, the Company may, in lieu of compensation based on duties, set compensation with reference to the compensation levels at other companies.

Corporate Governance

Compensation System for Executive Officers

To provide sound incentives not only for achieving short-term business performance but also for promoting initiatives that support the Bank’s long-term and sustainable growth, the compensation of Executive Officers reflects their performance in promoting sustainability management, in addition to their overall management and business execution. The evaluation criteria will be reviewed as necessary in response to changes in the external environment and the Bank’s business environment.

FY2025 Compensation System for Executive Officers

Category	Business performance linkage	Payment standard	Payment period	Payment method																
Basic compensation	Non-linked	Fixed compensation at a certain level commensurate with responsibilities	Every month	Cash																
Performance-linked stock compensation	Non-linked	Points based on rank and responsibilities	Upon leaving office	70% stocks, 30% cash																
	linkage	Medium- to long-term performance-linked (0~120%) Performance-linked index (Evaluation of Medium-term Management Plan Achievement) Basic points Points based on rank and responsibilities ✖ <table><tr><th colspan="2">Item</th><th>Evaluation weight</th></tr><tr><td rowspan="2">Quantitative evaluation</td><td>Net income attributable to owners of parent</td><td>50%</td></tr><tr><td>ROE based on shareholders' equity</td><td>50%</td></tr></table>			Item		Evaluation weight	Quantitative evaluation	Net income attributable to owners of parent	50%	ROE based on shareholders' equity	50%								
Item		Evaluation weight																		
Quantitative evaluation	Net income attributable to owners of parent	50%																		
	ROE based on shareholders' equity	50%																		
Bonuses	linkage	Short-term performance-linked (0~130%) Performance-linked index Standard amounts by position Standard amount based on rank and responsibilities ✖ Coefficient based on individual evaluation ✖ <table><tr><th colspan="2">Item</th><th>Evaluation weight</th></tr><tr><td rowspan="6">Quantitative evaluation</td><td>Objective</td><td rowspan="2">40%</td></tr><tr><td>Net income attributable to owners of parent</td></tr><tr><td>OHR (overhead ratio) / Reduction of general and administrative expenses</td></tr><tr><td>Targets and KPIs</td><td rowspan="3">60%</td></tr><tr><td>Retail Business*¹</td></tr><tr><td>Market Business*²</td></tr><tr><td>Σ (Sigma) Business*³ (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)</td></tr><tr><td>Improving the Management Base, etc.*⁴</td><td rowspan="2">±20%</td></tr><tr><td>Qualitative evaluation</td></tr><tr><td>Initiatives that contribute to enhancing corporate value*⁵</td></tr><tr><td>System trouble, etc.*⁶</td></tr></table>	Item		Evaluation weight	Quantitative evaluation	Objective	40%	Net income attributable to owners of parent	OHR (overhead ratio) / Reduction of general and administrative expenses	Targets and KPIs	60%	Retail Business* ¹	Market Business* ²	Σ (Sigma) Business* ³ (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)	Improving the Management Base, etc.* ⁴	±20%	Qualitative evaluation	Initiatives that contribute to enhancing corporate value* ⁵	System trouble, etc.* ⁶
Item		Evaluation weight																		
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Qualitative evaluation																				
Initiatives that contribute to enhancing corporate value* ⁵																				
System trouble, etc.* ⁶																				
			Once a year	Cash																

Stock-based compensation: subject to malus.
Bonuses: subject to clawback.

*1 Evaluated based on the Number of accounts registered for the Yucho Bankbook App and the number of tax-free Nippon Individual Saving Accounts (NISA) for individual investors.
*2 Evaluated based on the balance of risk assets, the balance of strategic investment areas, and RORA (Return on Risk-Weighted Assets).
*3 Valuation based on domestic GP-related investment commitments.
*4 As items related to strengthening the management base, etc., evaluations are based on the balance of ESG-themed investments and financing, evaluations by major ESG rating agencies (FTSE, MSCI, CDP, S&P CSA), the rate of female in managerial positions, the employment rate of persons with disabilities, the rate of male employees taking childcare leave (4 weeks or more), and employee engagement indicators. The evaluation weighting for strengthening the management base, etc. in short-term performance-linked compensation is 15%. The indicators related to strengthening the management base, etc. apply to all executive officers, including the President and Representative Executive Officer.

Strengthening the management base, etc.	Climate change-related	Valuation weight
the balance of ESG-themed investments and financing	○	3%
Evaluation by major ESG rating agencies (FTSE, MSCI, CDP, S&P CSA)	○	3%
Rate of female in managerial positions		3%
Rate of employees with disabilities		2%
Rate of male taking childcare leave (4 weeks or more)		2%
Employee Engagement Indicators		2%
Total		15%

Supplementary note: Indicators related to climate change are “ESG-themed investments and financing” and “evaluations by major ESG rating agencies.” The balance of ESG-themed investments and financing refers to targets concerning the outstanding balance of investments and financing in instruments such as ESG bonds whose use of proceeds is for climate change mitigation and adaptation. Evaluations by major ESG rating agencies include items related to climate change and provide an objective assessment of Japan Post Bank’s efforts on climate change.

*5 Only particularly noteworthy initiatives that enhance corporate value, such as customer-oriented business operations, Digital Transformation (DX) Promotion, and human capital management, will be added.
*6 Points are deducted based on system trouble, non-compliance status, etc.

Number of recipients and remuneration by officer category (FY2025) (Unit: million yen)

Category	Number of recipients	Compensation, etc.	Basic compensation	Stock compensation		Bonuses	Retirement gratuity	Others
				Non-performance linked	Performance-based	Performance-linked		
Member of the Board of Directors	13 people	153	153	—	—	—	—	0
Executive Officers	27 people	1,076	650	87	139	181	14	3
Total	40 people	1,230	804	87	139	181	14	3

Note
1 The amounts stated are displayed after rounding down amounts less than the unit.
2 For those who concurrently serve as both a Member of the Board of Directors and an Executive Officer, compensation as a Member of the Board of Directors is not provided.
3 The number of Members of the Board of Directors does not include two Members of the Board of Directors who do not receive compensation.
4 Includes compensation, etc., for 3 Members of the Board of Directors who retired during the fiscal year, 1 executive officer who retired during the fiscal year, and 2 executive officers who resigned at the end of the fiscal year.
5 Performance-linked stock compensation and bonuses are recorded at the amount expended during the current fiscal year.
6 The retirement benefits program to Executive Officers was abolished in June 2013, but retirement benefits of Executive Officers 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.

Audit Committee Number of meetings held: 14 (FY2025)



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

The Audit Committee is composed of five Members of the Board of Directors (four of whom are Outside Members of the Board of Directors) and audits the execution of duties by executive officers and Members of the Board of Directors, and prepares audit reports. It also determines the content of proposals to be submitted to the General Meeting of Shareholders concerning the appointment and dismissal of the Independent Auditor, as well as proposals regarding not reappointing the Independent Auditor.

Main Agenda and Operational Status

In fiscal 2025, we focused our audits on improvements to the internal control system and on initiatives aimed at maintaining and developing the business. In particular, we are closely monitoring the status of efforts to strengthen the internal management framework, including the dissemination and implementation of measures to prevent recurrence following incidents of improper use of non-public financial information at post offices and internal criminal incidents.

Key audit focus areas

- (1) Initiatives to Improve the Internal Control System

 - Thorough implementation of measures to prevent recurrence, etc., in relation to cases of inappropriate use of non-public financial information
 - Strengthening internal crime countermeasures and other compliance framework
 - Strengthening the AML, CFT and CPF framework
 - Strengthening of risk management systems, etc. (coordination with the Risk Committee)
 - Smooth operation of the risk management systems
 - Defense against cyber attacks and prevention of unauthorized fund transfers
 - Strengthening the operational risk management framework
 - Strengthening the crisis management system and ensuring operational resilience
- (2) Initiatives to Maintain and Develop The Business

 - Innovation of the Retail Business
 - Strengthening the Customer Base
 - Digital Service Strategy
 - Asset-formation Support Business strategy
 - ATMs, embedded finance, card payments, loans, etc.
 - Full-scale launch of the Σ Business
 - Promotion of dialogue with stakeholders and enhancement of disclosure, etc.
 - Promotion of sustainability management
 - Utilization of AI, business reforms and productivity improvement
- (3) Initiatives to Strengthen the Management Base

 - Promotion of human capital management
 - Promotion of organizational culture reform
 - Further promotion of customer-oriented business operations
- (4) Initiatives Toward Realizing More Effective Internal Audits

Corporate Governance

Risk Committee (voluntary committee) Number of meetings held: 6 times (FY2025)



The Risk Committee is composed of 3 Members of the Board of Directors (including 2 Outside Members of the Board of Directors) and 1 external expert, and, as an advisory body to the Board of Directors, deliberates on important matters concerning the status of risk management and reports to or advises the Board of Directors.

Main Agenda and Operational Status

In FY2025, taking into account Japan Post Bank’s risk characteristics, we deliberated on market- and asset-liability management (ALM)-related risks as well as system-related risks. In particular, we discussed the operation plan and the results of its verification, the cybersecurity posture, and the status of consideration of system renewals, and reported or provided advice to the Board of Directors on the important matters among these.

Main matters for deliberation

(1)Market and ALM-related Risks

- 1. Compliance status of various risk management standards
- 2. Status of implementation of risk management measures and FY2026 initiatives
- 3. Status and evaluation of the formulation of the asset liability management (ALM) basic plan, and the operational policy
- 4. Implementation status of integrated stress tests and verification results
- 5. Risk management framework for regional private equity (PE) investments

(2) Cyber and System-related Risks

- 1. Report on cybersecurity
 - a. Status of compliance with international Standards
 - b. Initiatives human resource development, cyberattacks countermeasures and prevention of unauthorized transfers
- 2. Development and Implementation of AI Governance
- 3. Consideration of the Next-Generation System development
- 4. Status of responses regarding operational resilience

Column

Speech by Outside Members of the Board of Directors to Executive Officers.

With the aim of achieving sustainable growth for Japan Post Bank and enhancing corporate value over the medium to long term, we regularly hold talks by Outside Members of the Board of Directors to Executive Officers as part of our succession plan. In FY2025, Member of the Board of Directors, Mr. Yamamoto participated in November and Member of the Board of Directors, Mr. Nakazawa participated in February.

Mr. Yamamoto, a Member of the Board of Directors, drew on his experience at the Bank of Japan Disaster Response Headquarters during the Great East Japan Earthquake to give a talk on the importance, for financial institutions in a crisis, of first protecting the



Session with Member of the Board of Directors, Mr. Yamamoto.



Session with Member of the Board of Directors, Mr. Nakazawa.

“deposits” and “settlement” systems, of establishing an organizational structure that can operate autonomously, and of leadership that makes swift and clear decisions.

Also, Mr. Nakazawa, a Member of the Board of Directors, drawing on his experience at the Sony Group and McDonald’s Japan Co., Ltd., gave a talk on the importance of Japan Post Bank’s brand value and on how proactively taking on new businesses ahead of changes in the management environment and overcoming short-term difficulties can lead to medium- to long-term success and enhanced corporate value.

We received vivid presentations from the two speakers, and active Q&A sessions and exchanges of views took place.

Support System for Outside Members of the Board of Directors

Japan Post Bank established a Board of Directors Office in October 2021 with the aim of strengthening the system to enhance the effective and efficient operation of the Board of Directors and to bolster support for Outside Members of the Board of Directors.

Currently, the Board of Directors Office has 5 members serving as dedicated staff, and, in addition to its functions as the Board Secretariat, undertakes initiatives to strengthen the corporate governance of Japan Post Bank.

To facilitate the smooth operation of the Board of Directors, we promote the development of annual schedules

well in advance, the digitalization of Board meetings and meeting materials through the use of IT tools, and greater efficiency in preparing meeting minutes.

We also provide important information that could affect management in a timely and appropriate manner, and by posting meeting materials and minutes, etc. on a dedicated website accessible to members of the Board of Directors and by updating data relating to management and business performance as needed, we aim to further stimulate discussions at the Board of Directors.

Provision of Information and Other Matters to Outside Members of the Board of Directors

1. Initiatives to ensure the smooth operation of the Board of Directors

To eliminate information asymmetry between Internal Members of the Board of Directors and Outside Members of the Board of Directors and to invigorate discussions at the Board of Directors, we distribute materials in advance of Board meetings and the department in charge conducts pre-meeting briefings.

In addition, with respect to opinions and proposals raised at the Board of Directors, we coordinate with the relevant departments to appropriately manage the status of responses, and provide materials and minutes for the Executive Committee, etc., thereby establishing an environment in which the executive side can check the status of discussions and deliberations on an ongoing basis.

2. Inspection of business offices and other facilities

In order to gain a more concrete and practical perspective on Japan Post Bank’s operations, we conduct on-site visits to Japan Post Bank’s facilities. In FY2025, we visited multiple areas and inspected, in addition to counter operations at directly operated branches and post offices, the promotion of automation and digitization at Operation Support Centers responsible for administrative processing, and the use of generative AI at Administration Service Centers that provide sales and administrative support to post offices. Furthermore, we exchanged views with various employees about actual business operations and related issues.

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



3. Implementation of training, study sessions, etc.

We provide training and other programs to management executives, including Outside Members of the Board of Directors, with the aim of deepening their understanding of Japan Post Bank’s business activities, challenges, and management strategies, and of enabling them to acquire the knowledge necessary to appropriately fulfill their expected roles and responsibilities.

For newly elected Outside Members of the Board of Directors, we schedule multiple dates before and after their assumption of office and hold individual study sessions.

In addition, for Independent Outside Directors we utilize opportunities such as the Meeting of Independent Outside Directors to hold study sessions and exchanges of views on

Japan Post Bank’s operations, supporting them so they can more effectively supervise the management of Japan Post Bank.

Additionally, at the request of Members of the Board of Directors, we provide opportunities for individual briefings on topics of high interest.

Main Themes of Training, etc.

- Shareholders’ Meeting, Investor Relations (IR)
- Cybersecurity
- Anti-Money Laundering, Counter Financing of Terrorism, and Counter-Proliferation Financing
- Systems, digital services, etc.

Corporate Governance

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”.

- Japan Post 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.
- Japan Post 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.
- Japan Post 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.

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, etc.

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.

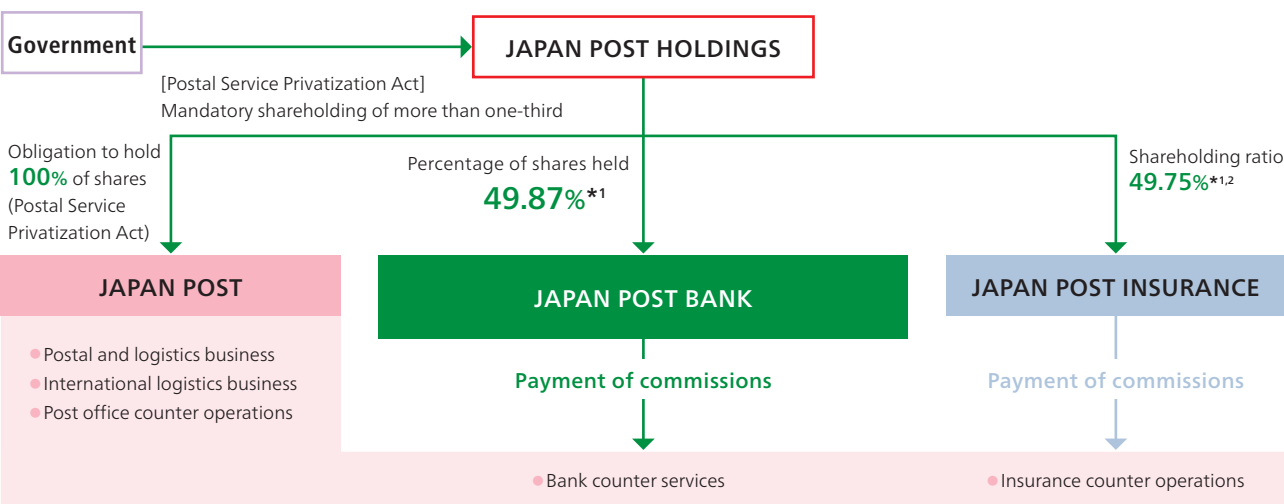
On the other hand, Japan Post Bank has adopted a system of

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
Japan Post Home ▶ Group Information ▶ Group Governance

Current Japan Post Group organization chart (As of March 31, 2026)



Note
1: Percentage of shares held as a proportion of the total number of shares issued, excluding treasury stock. 2: Figures are rounded to the third decimal place.

Business Risks

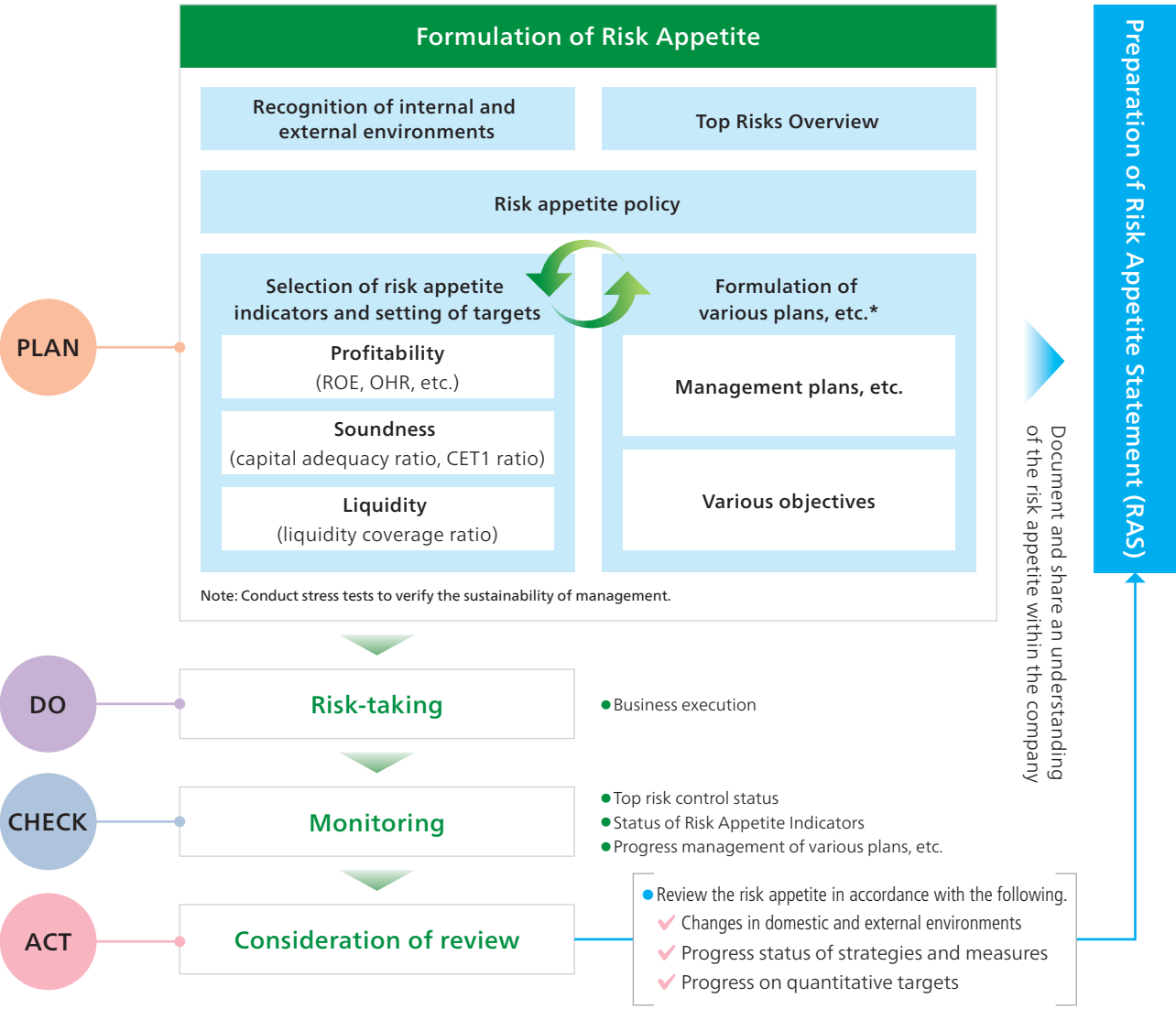
Risk Appetite Framework (RAF) *

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 operating process

Items in parentheses are the main risk appetite indicators.



Selection of Top Risks

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 FY2024, we have clarified the responsibilities for cross-organizational prevention and response to each top risk event, and from FY2025, we have been reviewing the monitoring framework to further enhance top risk management.

Business Risks

Top Risks for FY2026

Top risk	Main measures
Rapid changes in the market environment such as a sharp widening of overseas credit spreads and rapid increases in interest rates. Downward deviation from the assumed exit timing of private equity funds. Increase in deposit funding costs due to deposit interest rate hikes higher than assumed.	- Continuation of strengthening the portfolio's risk tolerance. - Selective investments with careful consideration of risk exposure - Strengthening of human capital specializing in asset management, risk management, and ALM - Extension of funding periods for illiquid assets
Cyber attack	- Strengthening of systems based on third-party evaluations conducted in accordance with international standards. - Confirmation of security measures when introducing a new system, adding functions, and after service launch
Occurrence of a system failure.	- Enhancing availability through redundancy of equipment and communication lines. - Redundancy measures through the installation of a disaster recovery data center - Selection and inspection of priority inspection systems
Occurrence of large-scale disasters, etc.	- Seismic strengthening of facilities - Deployment of stockpiled supplies, etc., in the event of a disaster - Establishment of a remote environment
Promotion of digital transformation (DX) and administrative efficiency, and responses to the competitive environment are insufficient (changes in the banking industry).	Steady promotion of the strategies and measures of the Medium-term Management Plan and the Annual Management Plan
Occurrence of misconduct, leakage or loss of personal information, and compliance violation incidents such as inappropriate conduct by officers and employees.	- Examination and implementation of systematic and institutional measures to prevent recurrence, based on past incidents and cases at other companies. - Conducting regular training sessions - Strengthening monitoring of post offices
Impediment to strategy execution caused by human resources shortages, etc.	- Human resources strategy linked to the Medium-term Management Plan and the Annual Management Plan, promotion of human capital investment, and optimization of the human resources portfolio. - Strengthening development through recruitment of specialist personnel and by means such as training and the Career Challenge System. - Improving engagement through enhancing working environments and related measures - Continued consideration of fundamental administrative efficiency improvements and securing of human resources, etc., aimed at ensuring the sustainability of medium- to long-term business operations.
Measures to maintain and strengthen the customer base are insufficient.	Steady promotion of the strategies and measures of the Medium-term Management Plan and the Annual Management Plan.
Deficiencies in the framework against money laundering, terrorist financing, and proliferation financing	- Identification and evaluation of risks, and formulation and implementation of measures to reduce them. - Verification of the effectiveness of measures and implementation of continuous improvement activities. - Enhancement of measures by leveraging AI and other technologies, collaborating with authorities, and drawing on insights from external organizations.
Risk that customers may suffer disadvantages if customer-oriented business operations are not thoroughly implemented.	- Establishment of a system to centrally manage customer feedback - Implementation of various training programs, etc.
Risks arising from sustainability-related issues such as climate change, natural capital and biodiversity, and human rights	- Strengthening the governance and progress management of "Sustainability Management," which promotes sustainability initiatives integrated with management strategy - Setting targets and monitoring investment and loan portfolio emissions, and periodically revising the sustainability investment and financing policy.

Risk Management

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

The basic principle of Japan Post Bank's risk management is

to "manage risk appropriately in accordance with management strategies and risk characteristics, and to utilize capital effectively in order to enhance corporate value while ensuring financial soundness and the appropriateness of operations."

Risk management systems

Japan Post Bank has established departments to manage each risk category and, in order to ensure the effectiveness of the function that manages overall risk in an integrated manner, has also set up a department that consolidates the management of each risk category (Risk Management Department), which is established while ensuring independence from each business division.

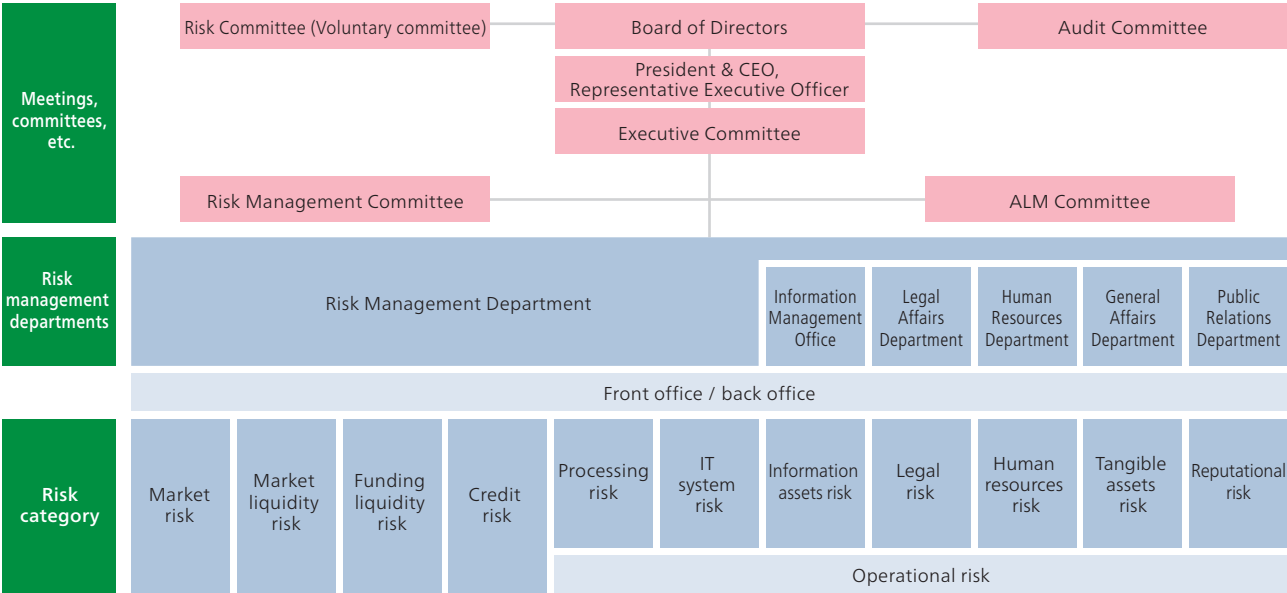
For risk management and operations, we have established special committees (Risk Management Committee and ALM Committee) as advisory bodies to the Executive Committee.

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, 2026)



For details on the Classification and Definition of Risks, please refer to page P.4 in the Japanese reference materials.

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.

Method for Conducting Stress Tests

Flow	Overview
1 Preparation of scenario proposals	- Based on the risks to be noted and the economic outlook recognized by market participants such as international organizations, national authorities, and financial institutions, the stress events to be reflected in scenarios are examined. - Create multiple scenario proposals based on the likelihood and impact of stress events.
2 Scenario confirmation	- Discuss the draft scenario with the relevant departments in advance. - The scenario draft that had undergone prior consultations is discussed at the ALM Committee, and the scenario is finalized.
3 Estimated amount of impact	Estimate, for each scenario, the impact amounts on the capital adequacy ratio, unrealized gains (losses) on securities, net interest income, risk amounts, and so on.
4 Report of the Board of Directors, etc.	- Verification of the appropriateness of management plans from the perspective of management sustainability based on the results of the estimates. - Reporting of the results of the verification to the Board of Directors.

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

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

For details on the risk capital allocation chart, please refer to page P.5 of the Japanese reference materials.

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 leveraging frontier AI and other technologies are becoming increasingly sophisticated and ingenious, and cyber risks

surrounding financial institutions are increasing. Japan Post Bank has announced the Japan Post Group Executive Declaration on Cybersecurity, positioning the risk of cyberattacks as one of its top management risks. We will continue to strengthen our cybersecurity system under management-led initiatives to provide our customers with safer and more secure services.

Governance structure

To strengthen our cybersecurity system under the leadership of management, we have established a dedicated organization, the Cybersecurity Department, under the President & CEO, Representative Executive Officer and the executive officer responsible for cybersecurity (Chief Information Security Officer (CISO)*1). By providing regular and ad hoc reports to the Board of Directors and the

Executive Committee, we have established a governance framework that enables timely and appropriate management decisions in response to changes in the operating environment. Through these initiatives, we continue to enhance our cybersecurity system and strengthen our resilience against cyberattacks.

*1 Abbreviation of Chief Information Security Officer

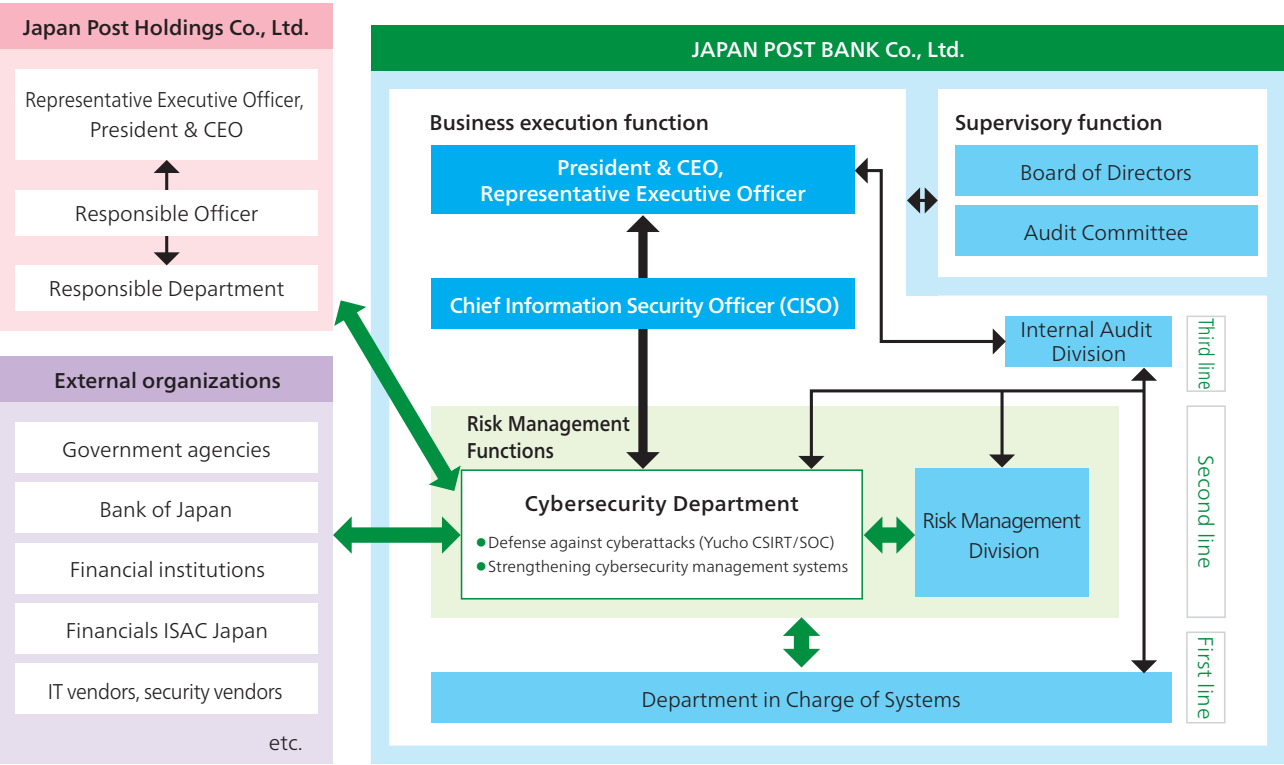
Management system

As part of our cybersecurity framework, we have established Yucho CSIRT*2, which is responsible for preventing and responding to cybersecurity incidents, and Yucho SOC*3, which monitors logs from security devices and network equipment to detect and analyze signs of potential cyber incidents. Through these dedicated functions, we work continuously to strengthen our defenses against cyberattacks. To ensure swift and effective information sharing, decision-making, public communications, and incident response in the event of a cybersecurity incident, we conduct regular training and simulation exercises.

We also implement advanced security measures that reflect the latest cybersecurity trends while building a robust cybersecurity framework aligned with international standards. In addition, we undergo third-party assessments and work closely with government agencies, industry peers, and relevant organizations to analyze emerging cyber threats and strengthen our multilayered detection and defense capabilities.

*2 Abbreviation for Computer Security Incident Response Team
*3 Abbreviation for Security Operation Center

Cybersecurity management system



Key initiatives in cybersecurity

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

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

Strengthening identity verification	To prevent fraudulent registrations that impersonate customers, we have introduced eKYC*1.
Strengthening of identity verification	To further strengthen identity verification for important transactions such as remittances, we have introduced a FIDO*2-compliant “Yucho Authentication App” and tokens, devices that generate one-time passwords (OTPs) that can be used only once.
Measures against viruses	Free distribution of the anti-fraud software “PhishWall Premium,” which detects attacks that steal customers’ PINs and other information used for fraudulent transfers.
Vulnerability countermeasures	Collect and implement countermeasures against daily cyberattack threats and vulnerability information.
Monitoring of fraudulent transactions	Monitoring unauthorized access to the internet banking system and preventing damage such as fraudulent transfers.
Measures against spoofed e-mails	Implementation of measures against suspicious emails by introducing sender domain authentication technologies such as DMARC*3 and by displaying brand logos in emails.

*1 Abbreviation for electronic Know Your Customer. A technology that matches the IC data on identity verification documents with the facial data photographed at the time of registration, enabling identity verification to be completed online.
*2 Abbreviation for Fast Identity Online. An international standard for online authentication.
*3 Abbreviation for Domain-based Message Authentication, Reporting and Conformance. A mechanism by which the sender specifies whether to deliver to the recipient messages that are judged to be spoofed or tampered with.

Human resources development to support cybersecurity

As the use of digital technologies such as cloud services and AI advances, it has become indispensable to address cybersecurity risks in all aspects of business activities. Japan Post Bank has assigned cybersecurity specialists to strengthen the management base to become a more trusted bank. We have also systematically organized the necessary skills and are promoting planned human resource development tailored to job responsibilities and skillsets, working to enhance expertise. Furthermore, each employee, including management, is raising awareness of cybersecurity and actively acquiring the basic knowledge required to implement countermeasures.

Cybersecurity education
In order to improve awareness of and basic knowledge about cybersecurity, we conduct cybersecurity training for management and targeted attack e-mail drills for all employees. In addition, we conduct employee education by publishing an internal newsletter that raises awareness of cyberattacks and disseminates countermeasures, and by providing e-learning content that allows learning from basic knowledge to the latest specialized knowledge.

Development of cybersecurity specialist human resources
To strengthen our cybersecurity system and enhance practical defensive capabilities against cyberattacks, we have developed a training plan based on the required expertise and experience, and conduct skill-enhancement lectures, support for acquiring certifications, incident response training, and other measures.

We also actively participate in external initiatives—such as the financial industry’s information-sharing organization “Financials ISAC Japan” and various training programs hosted by the Financial Services Agency and the Metropolitan Police Department—to build specialized knowledge and experience and strengthen our operational readiness.



Scenes of operations at “Yucho SOC”

Compliance

Basic Approach

At Japan Post Bank, we consider “compliance” to mean that all officers and employees comply with laws, various rules, internal regulations, social norms and corporate ethics, and act to meet the expectations of customers, society and local communities, shareholders and other stakeholders.

We aim to be the financial institution most trusted by customers, positioning compliance as an important management issue and working to ensure its thorough implementation.

Compliance System

Japan Post Bank has established a Compliance Committee composed of the relevant officers, and holds meetings once a month to discuss important compliance matters and report on the status of implementation. It also reports to the Internal Control Committee, the Board of Directors and the Audit Committee.

Also, under the Executive Officer in charge of compliance, we have established a “Compliance Management Department” that carries out planning, promotion and management related to compliance.

In addition, we assign Compliance Officers to business and other departments to monitor the implementation of compliance initiatives. We also appoint Compliance Managers in each department to promote and provide guidance on compliance within their respective organizations.

Employees who identify actual or potential compliance issues are required to report them to their supervisors, the compliance line, or the contact offices for whistle-blowing established both within and outside the Bank. Through this reporting framework, we strive to prevent the occurrence and escalation of compliance issues and ensure their prompt resolution.

 Compliance System
Home ▶ Sustainability Site ▶ Governance ▶ Compliance System

Initiatives to Promote Compliance

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 framework 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 fraudulent acts
- Measures against money laundering, terrorist financing and proliferation financing
- Response to anti-social forces
- Customer-oriented business operations and customer protection
- Establishing a comfortable work environment

Initiatives for the Protection of Personal Information

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, etc.”) has been increasing year by year, and financial institutions are required to continuously enhance their ML/TF management frameworks in response to changes in ML/TF risks. Japan Post Bank, in accordance with the Financial Services Agency’s “Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism” has established basic policies and, recognizing ML/TF countermeasures as a top management priority, is strengthening its framework under management leadership by, for example, appointing the executive officer in charge of the Compliance Division as the overall person responsible for ML/TF countermeasures and by clarifying the roles and responsibilities of officers and employees involved in such countermeasures.

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 their methods have become sophisticated and advanced. To protect customers’ deposits and assets, we are working to prevent and curb financial crimes through customer management measures, detection and reporting of suspicious transactions, review of products and services, responses to economic sanctions, analysis of past criminal methods, system upgrades, and data enhancement. In addition, when we detect accounts that are at high risk of being victims of investment fraud and similar schemes, we have established a system to share the relevant information with the police and are working to mitigate the damage.

Response to Anti-social 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 ▶ Governance ▶ Compliance System ▶ Basic Policy for Combating against antisocial Forces

Measures for Managing Conflicts of Interest

Japan Post Group has published the “Policy on Management of Conflicts of Interest in the Japan Post Group” and, based on this policy, manages transactions across the Group that may involve conflicts of interest to ensure that customers’ interests are not unfairly harmed.

Japan Post Bank, based on this policy, has established a unit that oversees conflicts of interest management (Compliance Management Department) and has put in place a framework to appropriately manage transactions that may give rise to conflicts of interest so that customers’ interests are not unjustly harmed.

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

Internal Audit

Internal audit system

With the objective of contributing to sound and proper business operations by verifying the status of Japan Post Bank's management activities and internal control system, Japan Post Bank has established at its Head Office an Internal Audit Division independent from the business execution division and put in place a system to collect, in a timely and appropriate manner, important information concerning the operational status of audited departments.

The Internal Audit Division formulates the internal audit plan based on Japan Post Bank's Basic Policy for Internal Audit*, etc. In preparing the plan, it explains to the Audit Committee the draft internal audit plan, including audit resources, the risk assessment on which it is based, priority audit items, staffing plans and business objectives; after obtaining the Audit Committee's consent to the internal audit plan, it receives the approval of the President & CEO, Representative Executive Officer Member of the Board of Directors.

In addition, in accordance with the internal audit plan, we conduct audits of all operations at head office departments, regional headquarters, branches, administration service centers, operation support centers, the Seal Card Management Center, ATM management centers, data centers and the Credit Card Collection Service Center, among others, to verify the appropriateness and effectiveness of the internal control system, including the execution of management activities, compliance and risk management.

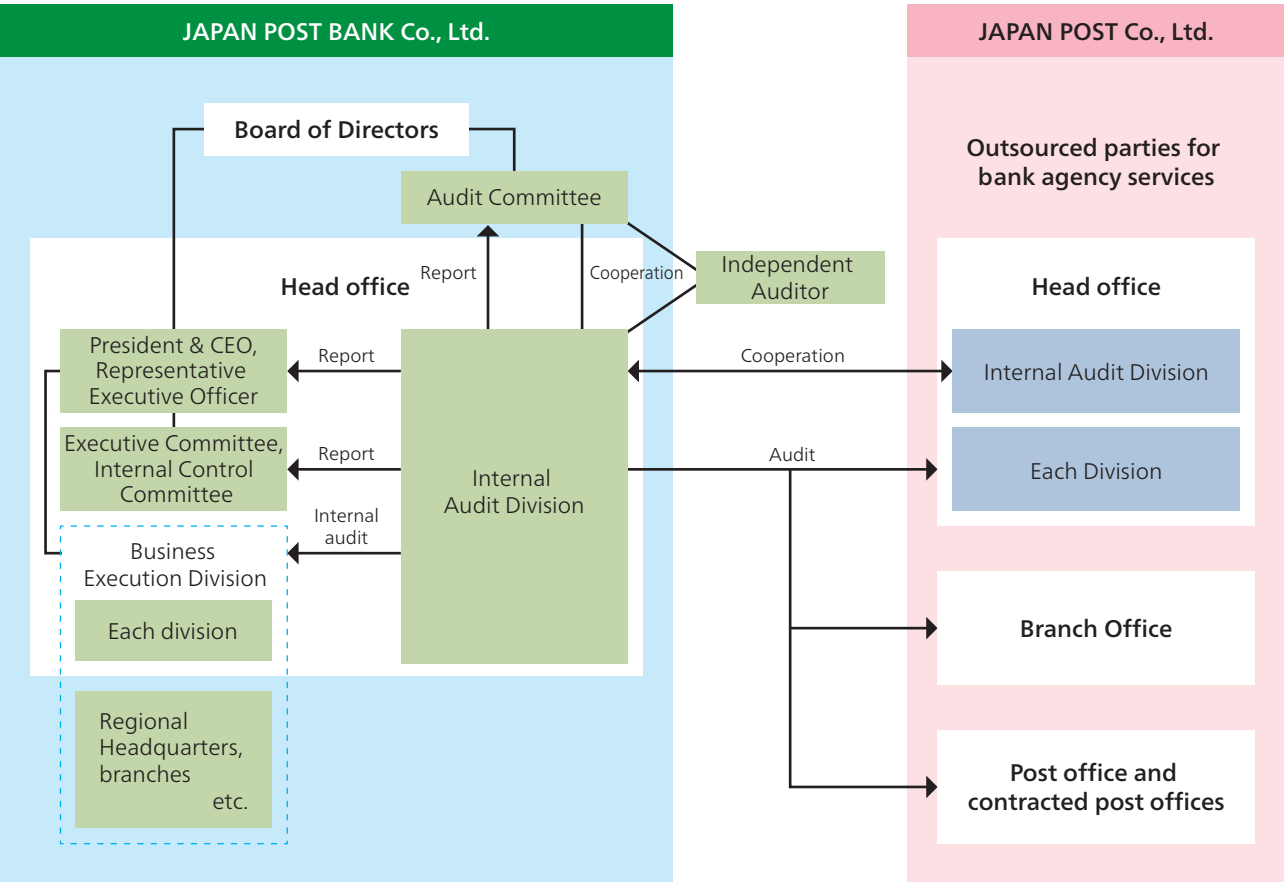
Furthermore, the Internal Audit Division audits Japan Post Co., Ltd., which is entrusted with bank agency services, to verify the appropriateness of its internal control system, including compliance and risk management related to bank agency services.

For significant issues identified in audits, such as making recommendations for correction or improvement, the status of implementation and the results of internal audits, as well as the status of corrective or improvement measures taken by the audited departments, are reported directly to the President & CEO, Representative Executive Officer, the Board of Directors and the Audit Committee, and instructions are received.

To enhance the independence and objectivity of the Internal Audit Division, significant personnel changes within the Internal Audit Division require the consent of the Audit Committee. In addition, the Audit Committee conducts reviews and evaluations of the establishment and operational status of the internal audit function, including the status of the performance of duties and responsibilities, audit methods and human resource development, and the content and implementation status of measures to continuously enhance and strengthen internal audits.

* Japan Post Bank's basic policy on internal audit is to follow the fundamental concepts of the Global Internal Audit Standards, which are the mandatory components of the Institute of Internal Auditors (IIA)'s "International Professional Practices Framework."

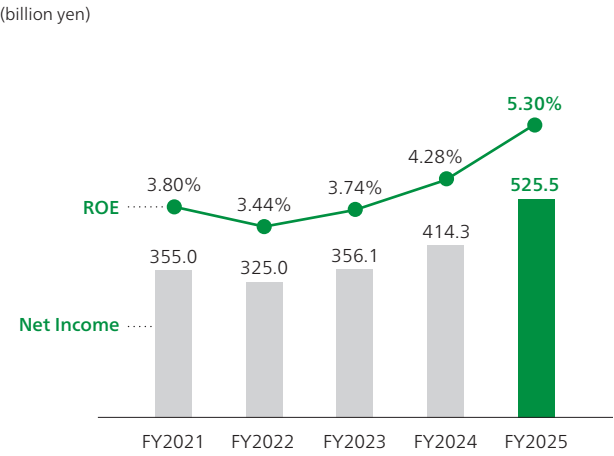
Internal audit system



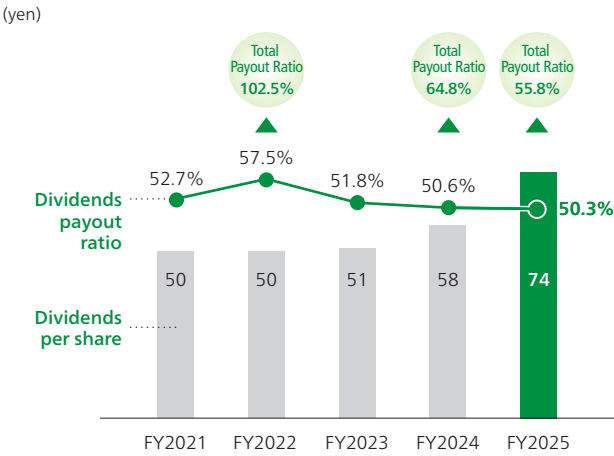
Performance Highlights

Financial Highlights (consolidated)

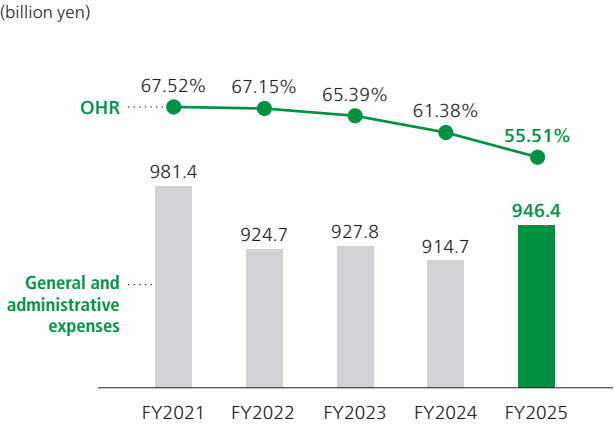
Profitability: Net income attributable to owners of parent, ROE based on shareholders' equity



Shareholder Returns: Dividend per share (DPS), dividend payout ratio, Total Payout Ratio

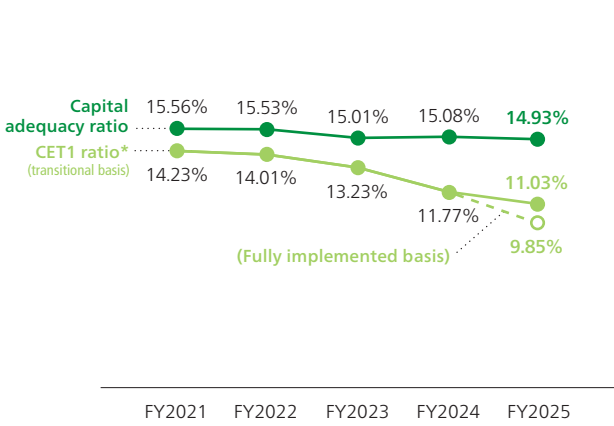


Efficiency: General and administrative expenses, OHR*



* Basis including gains (losses) on money held in trust

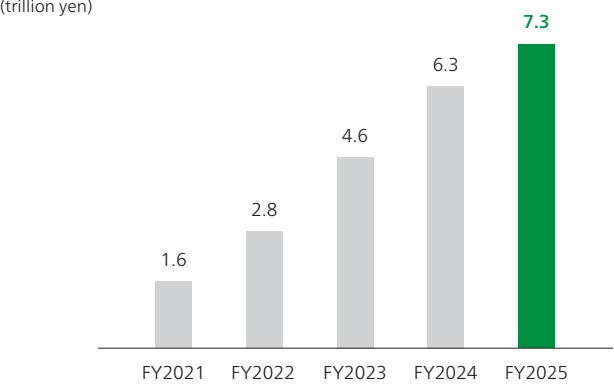
Soundness: Capital adequacy ratio, CET1 ratio



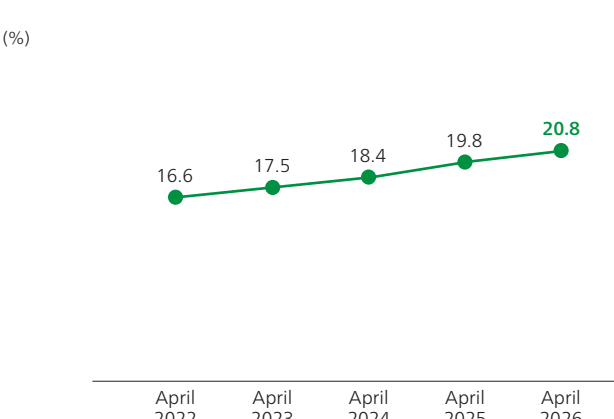
* Based on international standards (finalization of Basel III, excluding unrealized gains on available-for-sale securities)

Non-financial Highlights

Cumulative amount of new sustainable finance investments and financing



Rate of female in managerial positions



Review of past Medium-term Management Plans

At Japan Post Bank, guided by our Purpose, we aim for the happiness of our customers and employees, and to contribute to the development of societies and local communities, and our 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, we have defined our vision and key strategies,

worked steadily toward their realization, and created value for our stakeholders.

Fiscal year 2025, which corresponds to the final year of the Medium-term Management Plan (2021-2025), focused on promoting three business strategies and strengthening the management base that supports them.

Medium-term Management Plan 2018-2020 — Have more people say “JP Bank, of course” —

2015-2017

Vision

- Through a finely detailed network centered on post offices, we provide services that are No.1 in customer satisfaction, aiming to be “the most familiar and trusted bank”.
- As one of the largest institutional investors in Japan, under appropriate risk management, we promote diversification of investment activities and secure stable income.

Basic Strategy

- ① Promoting retail services that contribute to the lives and asset formation of approximately 100 million customers.
- ② Under a stable funding structure, while basing on Japanese Government Bonds (JGBs), seek greater investment returns and further sophisticate investment strategies
- ③ With “Compliance First” as a fundamental premise, build a robust management structure as a listed company.

Results of Initiatives

- Expansion of fees and commissions in growth areas such as investment products, ATMs, and credit cards
- Strengthening the business foundation and establishing a customer-oriented service delivery system.
- Accelerating global asset allocation and pioneering new investment areas such as alternative investments.
- Further reinforcement of compliance and strengthening of governance as a listed company, etc.

Key Financial Indicators (Consolidated)	FY2018	FY2019	FY2020
ROE based on shareholders' equity	2.97%	3.03%	3.06%
Net income	266.1 billion yen	273.4 billion yen	280.1 billion yen

Vision

Under the slogan “Have more people say ‘JP Bank, of course,’” we will, through the post office network, continue to walk together with our customers by firmly supporting a wide range of individual customers across the country—from small children to the elderly—throughout each person’s long life.

Basic Strategy

- ① Provision of High-quality Customer-oriented Financial Services (support for asset formation, improving convenience of payment services)
- ② Diversification and Sophistication of Investment Management (promotion of global asset allocation, expansion of alternative investments, strengthening of risk management systems)
- ③ Funds Flow to Regional Communities (various collaborations with regional financial institutions, expansion of LP investments, entry into GP operations, etc.)

Results of Initiatives

- By promoting “asset formation from savings” and efforts to enhance payment services, net fees and commissions increased by +32% compared with fiscal 2017.
- Promoted investments in Regional Vitalization Funds with regional financial institutions (32 investments in total)
- Expanded the balance of risk assets to ¥91 trillion and the balance of strategic investment areas to ¥4.2 trillion

Medium-term Management Plan 2021-2025

— Deepening Trust, and Taking on the Challenge for Financial Innovations —

Target State

We position the coming 5-year period as “Deepening Trust, and Taking on the Challenge for Financial Innovations,” and by promoting key strategies that leverage Japan Post Bank’s unique strengths, we aim to transform our business model and strengthen the sustainability of our operations.

Basic Strategy

① Retail Business innovations	Accelerating the strategy to achieve complementarity between physical channels and digital/remote channels.
② Market Business enhancement	Pursue an optimal investment portfolio that combines a yen interest-rate portfolio with risk assets while deepening risk management.
③ Full-scale launch of the Σ Business (a corporate business that creates the future of society and local communities through investment)	Realizing a co-creation platform with regional financial institutions (promoting, centered on subsidiaries, general partnership (GP) activities that leverage Japan Post Bank’s unique characteristics)
④ Strengthening the management base	Continuation of customer-oriented business operations, promotion of human capital management, promotion of strategic IT investment, and strengthening of company-wide administrative efficiency through the use of AI and other technologies.

Note: Business strategy after the May 2024 review of the Medium-term Management Plan.

Results of Initiatives

While steadily advancing the three businesses—Retail Business, Market Business, and Σ Business—we worked to strengthen the management base that supports them and achieved tangible results. In the Retail Business, the number of users of the Yucho Bankbook App exceeded 16 million accounts, and we grew to be the largest in scale among Japanese banks. In the Market Business, we concurrently shifted investments toward Japanese Government Bonds (JGBs) and improved the quality of risk assets. In the Σ Business, we established a 100% subsidiary, Japan Post Bank Capital Partners and put in place a structure to promote GP operations.

		Targets for FY2025*	Results for FY2025
Financial targets (consolidated basis)	Net income (attributable to the Bank)	350 billion yen or more	525.5 billion yen
	ROE (based on shareholders' equity)	3.6% or more	5.30%
	OHR (overhead ratio) basis including gains (losses) on money held in trust	66% or less	55.51%
Retail Business	Number of accounts registered for the Yucho Bankbook App	10 million accounts	16.62 million accounts
	Number of tax-free Nippon Individual Savings Account (NISA) for individual investors	940,000 accounts	870,000 accounts
Market Business	Balance of risk assets	approximately 110 trillion yen	109.0 trillion yen
	Balance of strategic investment areas	approximately 10 trillion yen	15.1 trillion yen
Σ-business	GP business-related investments (based on investment commitments)	approximately 400 billion yen	174.7 billion yen

* Targets for the number of NISA (tax-free Nippon Individual Savings Account) accounts and for GP business-related investments (based on investment commitments) are those set after the May 2024 review of the Medium-term Management Plan. All other targets are those set in May 2021 when the Medium-term Management Plan was formulated.

Issues

The challenge for the Retail Business is to strengthen the customer base by expanding products and services and by improving sales channels in response to the diversification of lifestyles and needs. The challenge for the Market Business is, in addition to securing stable income, to take on new initiatives that go beyond the scope of existing market operations. The challenge for Σ-business is to increase its presence in the domestic PE market and to work on strengthening the overall capabilities of regional solutions.

We formulated a new Medium-term Management Plan in light of these 3 issues and changes in the internal and external environments.

FY2021	FY2022	FY2023	FY2024	FY2025
3.80%	3.44%	3.74%	4.28%	5.30%
355.0 billion yen	325.0 billion yen	356.1 billion yen	414.3 billion yen	525.5 billion yen

Financial and Non-financial Data

Financial data

Business Performance Summary (consolidated) (millions of yen)	FY2017	FY2018	FY2019	FY2020
Gross operating profit	1,462,367	1,326,823	1,314,028	1,319,136
Net interest income	1,175,691	1,015,916	976,639	961,997
Net fees and commissions	96,448	106,761	128,891	127,942
Net other operating income (loss)	190,227	204,145	208,497	229,195
Of which, gains (losses) on foreign exchanges	194,930	219,447	202,139	254,662
Of which, gains (losses) on bonds	(6,473)	(12,241)	8,097	(25,980)
General and administrative expenses (excluding non-recurring items)	(1,045,156)	(1,038,558)	(1,021,503)	(1,011,444)
Net operating profit	417,199	288,264	292,509	307,691
Non-recurring gains (losses)	82,454	85,714	86,628	86,530
Net ordinary income	499,654	373,978	379,137	394,221
Net income attributable to owners of parent	352,775	266,189	273,435	280,130
Comprehensive income (loss)	(80,426)	23,376	(2,177,244)	2,470,383
Net assets	11,521,680	11,362,365	9,003,256	11,394,827
Total assets	210,629,821	208,974,134	210,910,882	223,870,673
Per Share Data (consolidated) (yen)				
Net income per share	94.09	71.00	72.94	74.72
Dividend per share	50	50	50	50
Net assets per share	3,073.20	3,029.61	2,398.98	3,033.03
Key Financial Indicators (consolidated) (%)				
OHR (overhead ratio)	70.55	74.20	73.17	72.34
Capital adequacy ratio (domestic standard)	17.43	15.80	15.58	15.53
CET1 ratio (international standard - transitional basis)	—	—	—	14.09
CET1 ratio (international standard, fully implemented basis)	—	—	—	—
ROE (Based on Shareholders' Equity)	4.00	2.97	3.03	3.06
Stock Data				
Total dividend payment (million yen)	187,473	187,473	187,473	187,473
Dividend payout ratio (consolidated) (%)	53.1	70.4	68.5	66.9
Year-end share price (yen)	1,428	1,209	997	1,064
Price-earnings ratio (PER) (consolidated) (times)	15.17	17.02	13.66	14.23
Price Book-value Ratio (PBR) (consolidated) (times)	0.46	0.40	0.42	0.35
Total shareholder return (TSR) (%)	—	—	—	—

Non-financial Data	FY2017	FY2018	FY2019	FY2020
CO ₂ emissions Scope 1 (10,000 t-CO ₂)	—	—	0.6	0.5
CO ₂ emissions Scope 2 (10,000 t-CO ₂)	—	—	4.2	3.9
CO ₂ emissions Scope 1 + 2 (10,000 t-CO ₂)	—	—	4.8	4.4
Cumulative amount of new sustainable finance investments and financing (trillion yen)	—	—	—	0.6
Number of employees (persons)	13,009	12,800	12,477	12,408
Number of mid-career hires (total) (persons)	28	9	11	17
(of which, percentage of females)	(25.0%)	(11.1%)	(45.5%)	(23.5%)
Percentage of mid-career hires (percentage of total hires)	10.7	2.2	4.5	6.9
Number of personnel dispatched to other companies (persons)	97	90	102	84
Number of Career Challenge applicants (persons)	—	—	—	114
Rate of male taking childcare leave (%)	78.9	91.2	87.0	98.8
Gender wage disparity (all employees) (%)	—	—	—	—
Average salary (thousands of yen)	6,546	6,699	6,759	6,746
Average age (years)	42.5	42.8	43.3	43.8
Training expenses per person/training hours (thousands of yen/hour)	—	—	—	—
Employee engagement metrics	—	—	—	—
Rate of employees with disabilities (%)	2.52	2.56	2.68	2.74
Average number of overtime hours worked (hours)	11.2	10.6	9.8	7.4

	2018	2019	2020	2021
Number of new hires (total) (persons)	404	234	230	147
(of which, percentage of females)	(64.9%)	(61.1%)	(62.2%)	(63.9%)
Rate of female in managerial positions (%)	12.7	14.4	15.3	15.7
Rate of female members of the Board of Directors (%)	18.1	23.0	25.0	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: “Non-recurring gains (losses)” are defined as amounts obtained by excluding the provision for general reserve for possible loan losses from “Other ordinary income and expenses” in the consolidated statements of income, and adding expenses incurred on money held in trust and the portion of retirement benefit costs treated as non-recurring expenses, etc.
3: 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
4: Numbers in parenthesis indicate the amount of loss or expense.
5: 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 outstanding shares during the fiscal year for the purpose of calculating net income per share.
6: OHR is calculated as General and administrative expenses ÷ (Net interest income, etc. + Net fees and commissions). Net interest income, etc., is calculated as Interest income – Interest expenses (including gains and losses on sales, etc.). 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.
7: 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 FY2024.
8: The CET1 (Common Equity Tier 1) ratio (international standard) is presented on a basis excluding unrealized gains on available-for-sale securities (some calculation items are calculated by simplified methods), and the finalization of Basel III has been applied from the end of FY2023. Although Japan Post Bank is a domestic bank (regulatory minimum capital adequacy ratio: 4% or more), given the size of its overseas credit exposures, Japan Post Bank conducts internal management using the CET1 ratio based on its policy of aiming to manage capital at the same level as large domestic financial institutions.
9: ROE (based on shareholders' equity) is calculated as consolidated net income (attributable to owners of parent) ÷ ((shareholders' equity at the beginning of the period + shareholders' equity at the end of the period) ÷ 2).
10: Price-book value ratio (PBR) is rounded to the nearest whole number.
11: 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

FY2021	FY2022	FY2023	FY2024	FY2025
1,292,028	1,056,329	733,655	1,045,631	1,407,289
1,147,487	796,383	715,754	956,709	1,307,807
128,471	147,809	153,015	156,356	167,587
16,069	112,136	(135,115)	(67,433)	(68,105)
79,059	200,041	(117,445)	(68,801)	(61,632)
(63,245)	(88,083)	(15,676)	1,203	(6,687)
(983,240)	(926,309)	(929,183)	(915,699)	(945,927)
308,777	130,019	(195,542)	129,932	461,150
182,113	325,547	691,601	454,601	297,999
490,891	455,566	496,059	584,533	759,150
355,070	325,070	356,133	414,324	525,583
(910,994)	(364,552)	292,767	(409,164)	464,011
10,302,261	9,651,874	9,707,923	9,090,989	9,260,090
232,954,480	229,582,232	233,907,990	233,601,531	226,571,574

94.71	86.84	98.43	114.60	147.10
50	50	51	58	74
2,739.60	2,621.17	2,673.23	2,511.18	2,586.63

67.52	67.15	65.39	61.38	55.51
15.56	15.53	15.01	15.08	14.93
14.23	14.01	13.23	11.77	11.03
—	—	—	—	9.85
3.80	3.44	3.74	4.28	5.30

187,473	183,483	184,494	208,859	263,671
52.7	57.5	51.8	50.6	50.3
985	1,083	1,626	1,506	2,517.5
10.39	12.47	16.51	13.14	17.11
0.36	0.41	0.61	0.60	0.97
97.27	111.18	167.01	161.18	263.20

FY2021	FY2022	FY2023	FY2024	FY2025
0.4	0.4	0.4	0.4	—
3.9	1.9	1.5	1.4	—
4.3	2.4	1.9	1.8	—
1.6	2.8	4.6	6.3	7.3
12,169	11,742	11,345	10,952	10,659
45	17	10	10	14
(26.7%)	(41.2%)	(20.0%)	(20.0%)	(14.3%)
23.4	10.8	6.6	8.3	7.2
87	87	110	112	120
141	193	206	196	135
100	100	100	100	100
—	64.1	66.1	66.8	68.8
6,770	6,845	7,116	7,160	7,295
44.5	44.8	45.2	45.6	45.8
—	43 thousand yen / 74 hours	39 thousand yen / 71 hours	37 thousand yen / 49 hours	24 thousand yen / 33 hours
—	—	—	—	48.1
2.71	2.72	2.94	3.00	3.24
6.2	6.6	6.8	6.7	6.3

2022	2023	2024	2025	2026
141	141	110	181	370
(53.9%)	(50.4%)	(56.4%)	(50.3%)	(52.2%)
16.6	17.5	18.4	19.8	20.8
23.0	35.7	35.7	35.7	35.7

of the fiscal year five years prior to the current fiscal year.
12: For non-financial data, except for the amount of average salary, average age, training expenses per person/training hours, the rate of female members of the Board of Directors, and items whose unit is (people), fractions below the unit are rounded to the nearest unit. For training expenses per person/training hours, figures for fiscal years up to 2023 are rounded to the nearest unit, and figures from FY2024 onward are rounded down.
13: CO2 emissions for FY2025 are currently being calculated.
14: 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).
15: The rate of male taking childcare leave included those who took spousal childbirth leave up to FY2019.
16: 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 77.5%). 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
17: Training expenses per person/training hours 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 FY2023 onward.
18: The average number of overtime hours might differ depending on the fiscal year due to differences in the definition of overtime.
19: Rates of employees with disabilities are as of June 1 of each fiscal year. Rates of female in managerial positions is as of April 1 of each fiscal year. Rate of female members of the Board of Directors is as of July 1 of each fiscal year.
20: For details of non-financial data, please refer to Japan Post Bank's sustainability site. <https://www.jp-bank.jp/en/sustainability/esg-index/data/>

Company Overview

Overview of Japan Post Bank

Name	JAPAN POST BANK Co., Ltd.	Total assets	¥226,503.5 billion
Date of establishment	September 1, 2006*1	Net assets	¥9,190 billion
President & CEO, Representative Executive Officer, Member of the Board of Directors	Takayuki Kasama	Capital stock	¥3,500.0 billion
Address of head office	2-3-1, Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan TEL: +81-3-3477-0111 (Representative of Japan Post Group)	Number of employees*2	10,659 people
		Security code	7182 (Tokyo Stock Exchange)

*1: On October 1, 2007, the company name was changed from Yucho 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, 2026)

	Long-term	Short-term
Moody's	A1	P-1
S&P	A	A-1

Executive Officers

As of July 1, 2026

Takayuki Kasama President & CEO, Representative Executive Officer, Member of the Board of Directors	Hideki Nakao Managing Executive Officer	Ryotaro Yamada Executive Officer	Hirokazu Yamamoto Executive Officer
Harumi Yano Deputy President, Representative Executive Officer, Member of the Board of Directors	Koji Iimura Managing Executive Officer	Masaya Touma Executive Officer	Kenichi Imai Executive Officer
Kenji Ogata Deputy President, Representative Executive Officer, Member of the Board of Directors	Etsuko Kishi Managing Executive Officer	Koichiro Yoshida Executive Officer	Koichiro Watanabe Executive Officer
Masato Tamaki Senior Managing Executive Officer	Akihiro Den Managing Executive Officer	Yasumitsu Toyoda Executive Officer	Katsuya Yamamoto Executive Officer
Hisashi Matsunaga Senior Managing Executive Officer	Koji Hasukawa Managing Executive Officer	Junko Fujie Executive Officer	Takuya Yamada Executive Officer
Makoto Shinmura Senior Managing Executive Officer	Yuko Yoshida Managing Executive Officer	Hiroshi Ueda Executive Officer	
Satoru Ogata Managing Executive Officer	Katsuya Fukushima Managing Executive Officer	Kenji Aono Executive Officer	

External Evaluation

Selected for the first time as an A List company with the highest rating in CDP's climate change survey.

Selected for inclusion for the first time in S&P Global's "The Sustainability Yearbook 2026."

Selected for the first time by S&P Dow Jones Indices for inclusion in the "Dow Jones Best-in-Class Asia Pacific Index".



ESG index

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

Other external evaluations

- Platinum Kurumin
- Tomonin Mark
- Eruboshi (3 stage)
- 2026 Certified Health & Productivity Management Outstanding Organizations Recognition Program (Large Enterprise Category) White 500
- Sports Yell Company 2026
- Tokyo Metropolitan Sports Promotion Company (Bronze) 2025
- PRIDE Index 2025 (Gold)
- "Nikkei Sustainable Comprehensive Survey: Smart Work Management Edition" 4 stars (November 2025)
- "Nikkei Sustainable Comprehensive Survey: SDGs Management Edition" 3.5 stars (November 2025)
- Gomez IR Site Ranking 2025 Gold Award
- Gomez ESG Site Ranking 2025: Outstanding Companies
- Daiwa Investor Relations 2025 Internet IR Excellence Award
- Daiwa Investor Relations 2025 Internet IR Sustainability Category Excellence Award

On the Publication of the Integrated Report (Annual Report) 2026



This Integrated Report has been prepared to provide shareholders, investors, and other stakeholders with a deeper understanding of Japan Post Bank's value creation story. In preparing this report, we carefully considered the valuable feedback received from our stakeholders over the past year and substantially enhanced both its structure and content to better address their expectations.

Throughout the preparation process, the Public Relations Department served as the secretariat, working closely with each division through a series of editorial meetings and gathering a wide range of information from organizations across all over Japan. The report was produced through the collective efforts of the entire Bank.

I hereby affirm that both the preparation process and the content of this Integrated Report are appropriate. I also remain committed to further enhancing this report so that it will continue to serve as a valuable communication tool with our stakeholders.

Editorial policy

The Integrated Report 2026 has been prepared as an integrated report that, in addition to providing financial information such as Japan Post Bank's performance, business overview and management strategies, presents in an integrated manner non-financial information — the "intangible assets" that underpin value creation, such as sustainability and governance — so as to clearly explain what value the Bank provides and the process by which corporate value is enhanced. In preparing the report, we referred to the IFRS Foundation's "International Integrated Reporting Framework," the Ministry of Economy, Trade and Industry's "Guidance on Integrated Disclosure and Dialogue for Value Co-Creation," the Cabinet Office's "Management Design Sheet," and other materials.

We have reviewed and improved this report so that a broader and more diverse range of stakeholders can understand Japan Post Bank's story of value creation. In particular, the opening management message conveys management's intent and is designed to enable a comprehensive understanding of the report as a whole, and we would appreciate it if you would take a look.



Reporting entity: JAPAN POST BANK Co., Ltd. and its subsidiaries

Reporting period Reporting period (fiscal year 2025: April 1, 2025–March 31, 2026) results. Includes some activities that extend beyond this period.

Cautionary Notes Regarding Forward-Looking Statements

This Integrated Report (including the Main Report and the Data Section) has been prepared as a disclosure document (an explanatory document on the Bank's business operations and financial condition) pursuant to Article 21 of the Banking Act of Japan. It is not intended to constitute an offer or solicitation to acquire the Bank's shares or any other securities. This report contains forward-looking statements, including the Bank's forecasts, targets, and other statements regarding future business performance. These statements are based on information available and assumptions deemed reasonable by the Bank at the time of preparation. They do not constitute guarantees of future performance and are subject to various risks and uncertainties. Accordingly, actual results may differ materially from those described in this report due to a wide range of factors, including changes in assumptions regarding the business

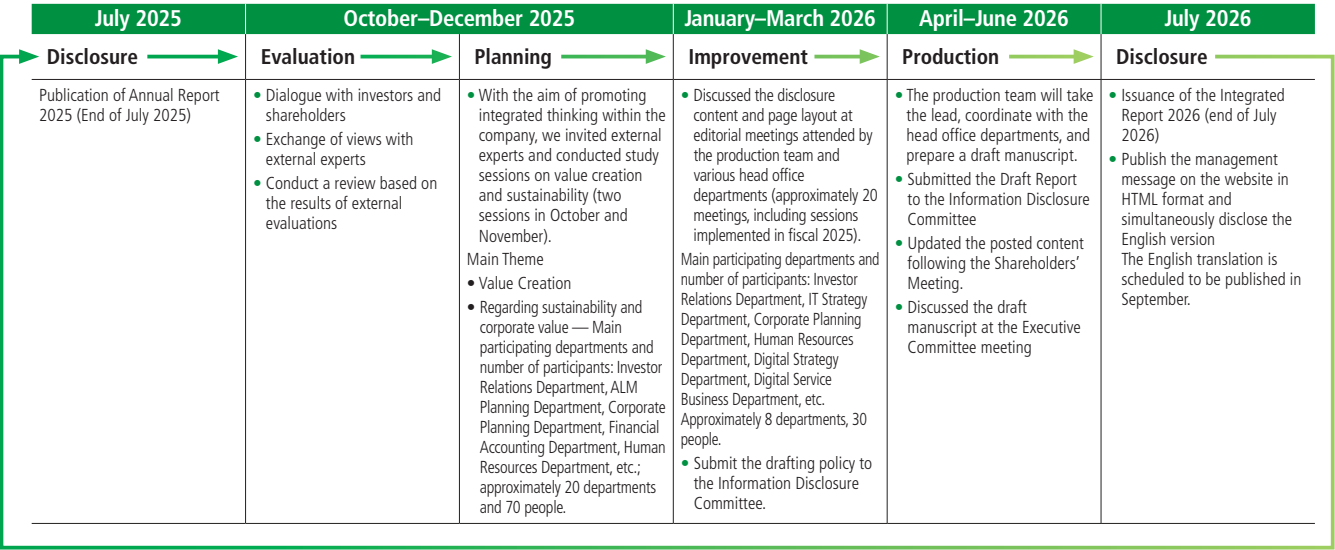
environment, economic and market conditions, laws and regulations, the occurrence of large-scale disasters, fluctuations in the value of assets held by the Bank, reputational factors, market rumors, and other risks and uncertainties.

Unless otherwise indicated, financial figures and percentages presented in this report have been rounded down to the nearest unit. As a result, totals may not equal the sum of the individual amounts. Unless otherwise specified, all figures and percentages in this report are as of March 31, 2026.

Unless otherwise indicated, or except for the Consolidated Financial Data and Capital Adequacy sections in the Data Section, all financial information presented in this report is provided on a non-consolidated basis.

Photo provided by: Japan Post Holdings (JP CAST) (Senya Post Office).
Postal Museum Japan (Hisoka Maejima, Yokohama Regional Savings Bureau, mechanization of postal savings operations)

Production Flow



Company Overview

Various Information Disclosures

Information sought by stakeholders	Disclosure media
Overview of Value Creation and Management - Overview of the Value Creation Process and the Story for Enhancing Corporate Value - Features and strengths of the business model, and medium- to long-term management strategies - Future direction of capital allocation, human resources strategy, and corporate governance	Integrated Report (Main text) https://www.jp-bank.japanpost.jp/en/ir/financial/en_ir_fnc_annualreport.html Key Points of the Integrated Report 2026 ▶ Compiled the management messages at the beginning. ▶ Add a Q&A section to the CEO message and present it in an easy-to-understand way. 
Information infrastructure to support dialogue with investors and analysts - Information on management strategies, the latest business performance, and financial condition - Supplementary information based on financial results presentation materials and investor meeting materials, etc.	IR information site and IR materials https://www.jp-bank.japanpost.jp/en/ir/en_ir_index.html
Detailed information pursuant to statutory disclosure Disclosure is made with a focus on detailed and comprehensive financial information that emphasizes objectivity based on laws and regulations.	Securities Report https://www.jp-bank.japanpost.jp/ir/financial/ir_fnc_yukashoken.html in the Japanese reference materials. Disclosure Materials (Data Section) https://www.jp-bank.japanpost.jp/ir/financial/ir_fnc_disclosure.html in the Japanese reference materials.
Performance overview and key points, transparency of important decision-making and events. - Overview of quarterly and full-year performance and an explanation of trends in key financial indicators and the revenue structure - Important information that affects important managerial decisions and investment decisions	Financial Results and Selected Financial Information https://www.jp-bank.japanpost.jp/en/ir/financial/en_ir_fnc_kessan.html Timely Disclosure Information Note: Please check via the Timely Disclosure Information Transmission System (TDnet) operated by Tokyo Stock Exchange, Inc.
Governance structure and effectiveness - Basic Approach and Framework for Corporate Governance - Status of implementation of measures related to stakeholders	Corporate Governance Report https://www.jp-bank.japanpost.jp/en/sustainability/governance/report/
Comprehensive and Continuous Information Disclosure - All quantitative and qualitative sustainability-related information - Timely and ongoing disclosure of the latest information on sustainability policies, initiatives, ESG data, and other sustainability-related topics	Sustainability site https://www.jp-bank.japanpost.jp/en/sustainability/ • Natural Capital Report • Human Rights Report • Sustainability Focus Report 



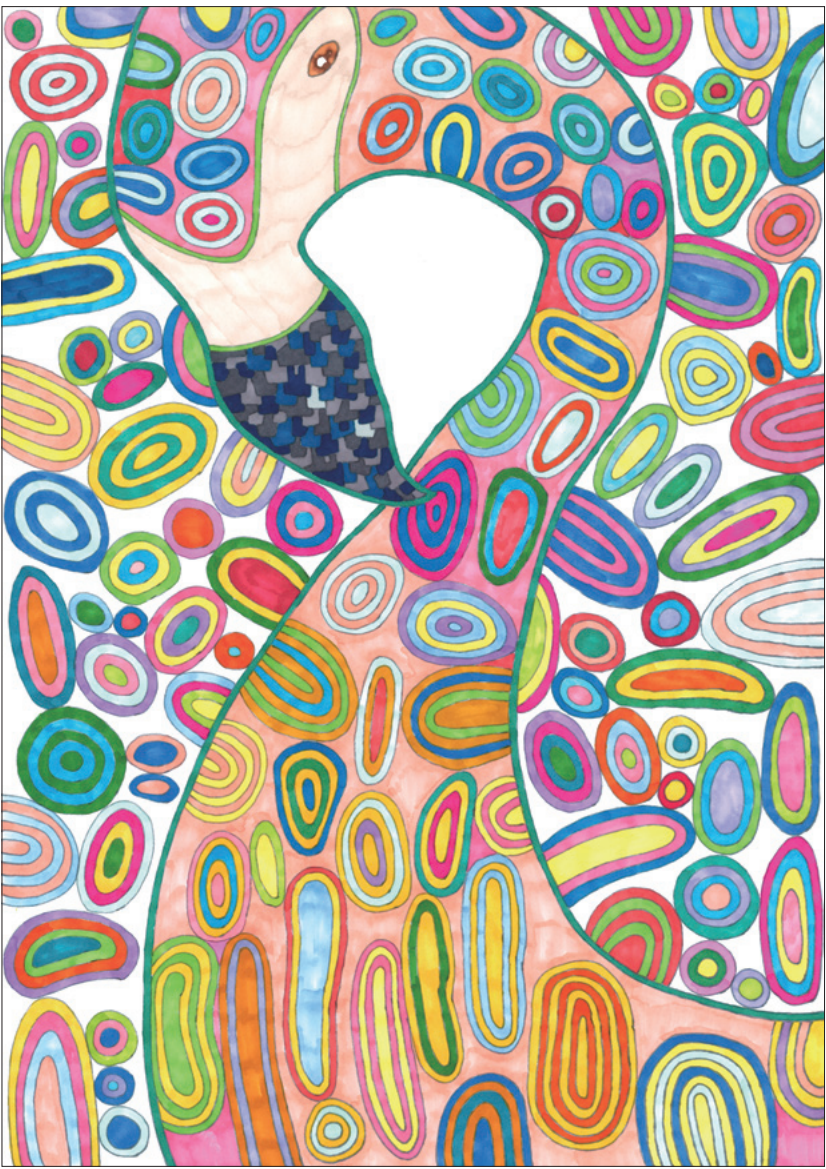
Integrated Report 2026 Production Team

Japan Post Bank corporate character “Haricho”



- ✿ Birthday: May 2
- ✿ Dream: To create a happy world with everyone.

On May 2, 2025, commemorating the 150th anniversary of the founding of the postal savings business, Japan Post Bank’s corporate character “Haricho” was unveiled. Haricho is modeled on a hedgehog and a four-leaf clover, — a symbol that brings happiness — and it deeply resonates with the Bank’s purpose. Haricho’s design was selected through an internal idea contest and voting, and is a character created by all of our employees.



Title: “The creatures of many colors that I can see.”
Author: Asumi Uchizono
(Affiliated with Able Art Company)

Message from the author

I am very bad at speaking with words. So I want to “speak with pictures.” From the animal encyclopedia that lives entirely in my head, I choose the animal I want to draw at that moment. The flamingo is myself. The colorful circles express the feelings and memories inside me.

Support for artists with disabilities

To support the independence of people with disabilities, the Bank provides opportunities for talented artists with disabilities to showcase their work. Through this initiative, we seek to contribute to the sustainable development of an inclusive society that recognizes, respects, and embraces diversity.

The Bank also produces original PE (polyethylene) bags* featuring artwork created by artists with disabilities and distributes them at Japan Post Bank branches and other locations. By making these bags available at branches throughout Japan, we hope to introduce more people to the work of artists with disabilities, raise awareness of their activities, and foster greater understanding of disability art.

*** What is a PE bag?**
We use a biomass film (containing 25% or more biomass-derived materials) that has received Biomass Mark certification (Japan Association for Organic Resources) for contributing to the prevention of global warming. Because its thickness is 50 micrometers (0.05 millimeters) or more, it is an environmentally friendly bag recommended for repeated use.

