

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.

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

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.

*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

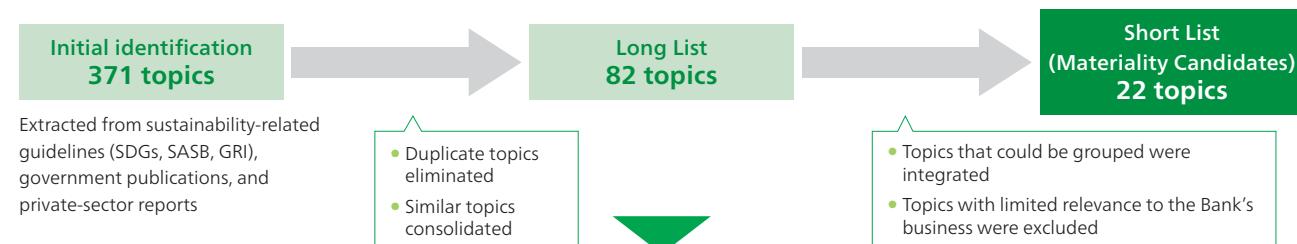
► Step 1 Initial identification → Long List → Short List

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.

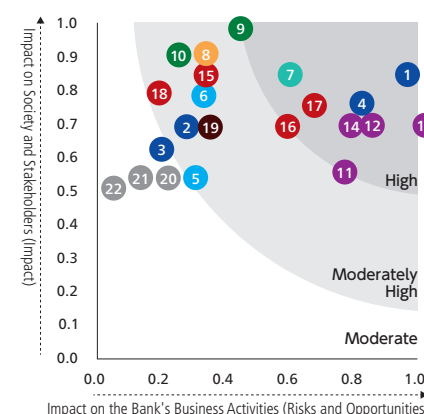
The identification process covered not only global issues such as climate change but also Japan-specific and regional issues that reflect the characteristics of the Bank's business.

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.



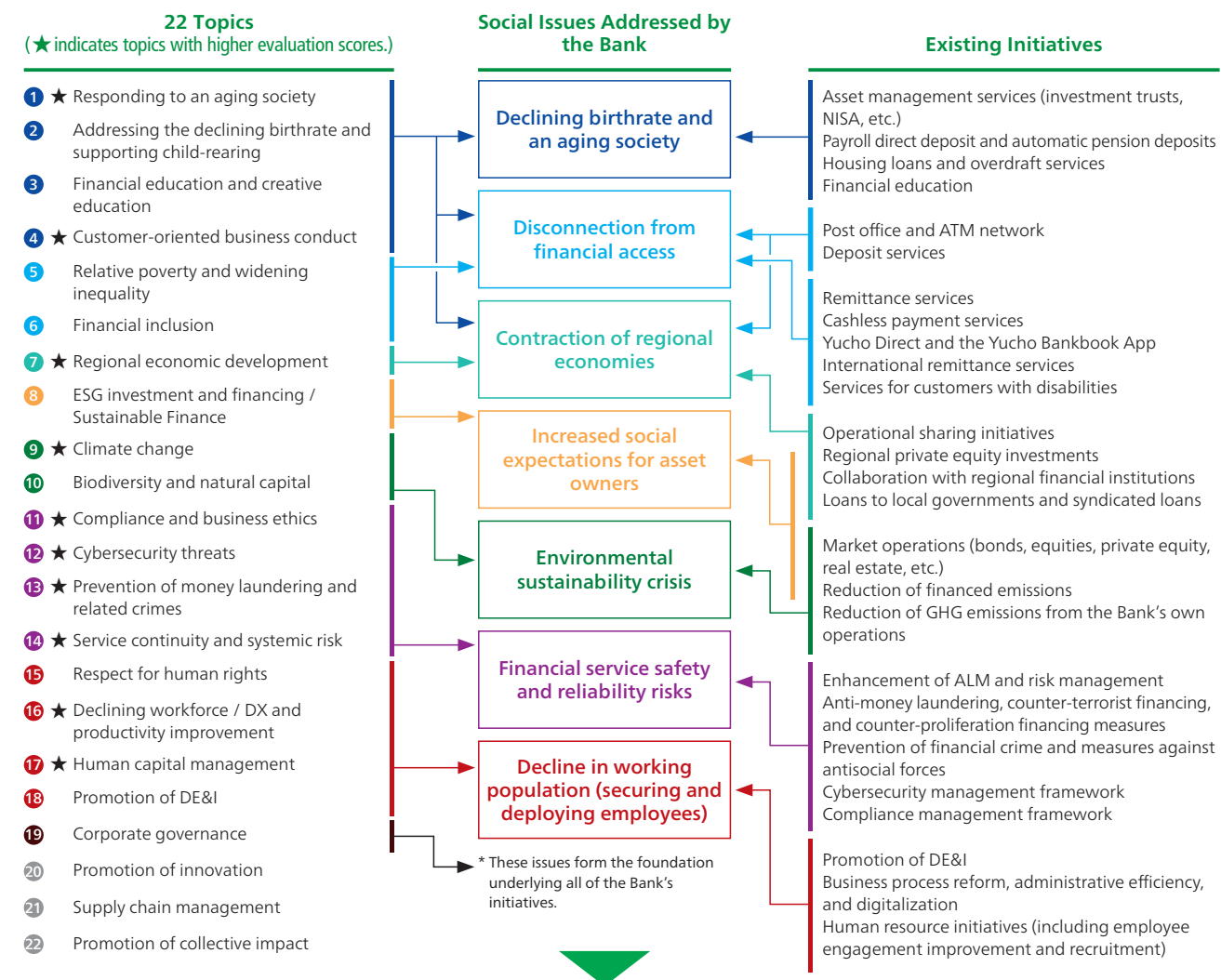
* For the 22 topics, see Step 3.

► 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.

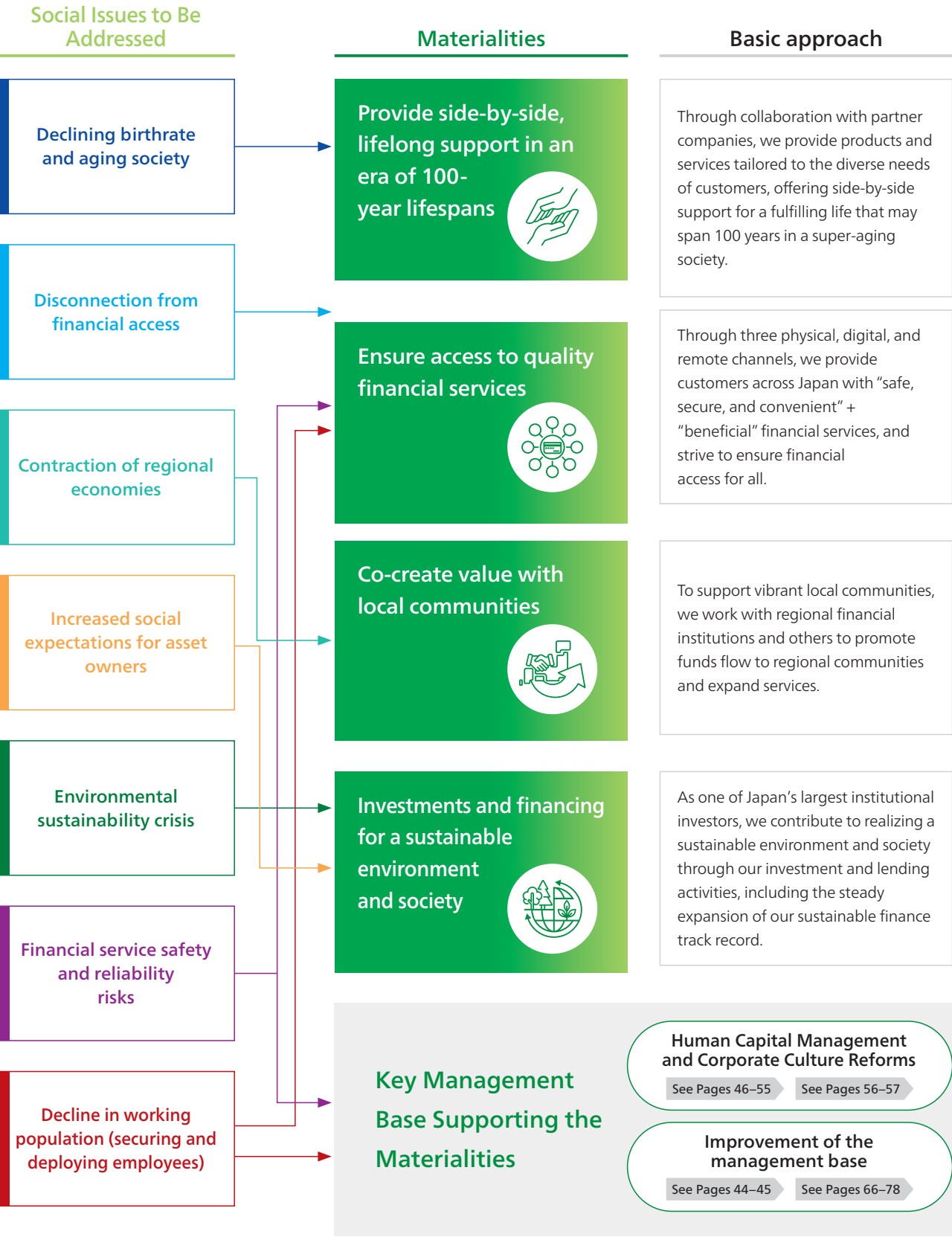
Following deliberations by the Sustainability Committee and other executive bodies, and after approval by the Board of Directors, the Bank established the following four materialities.



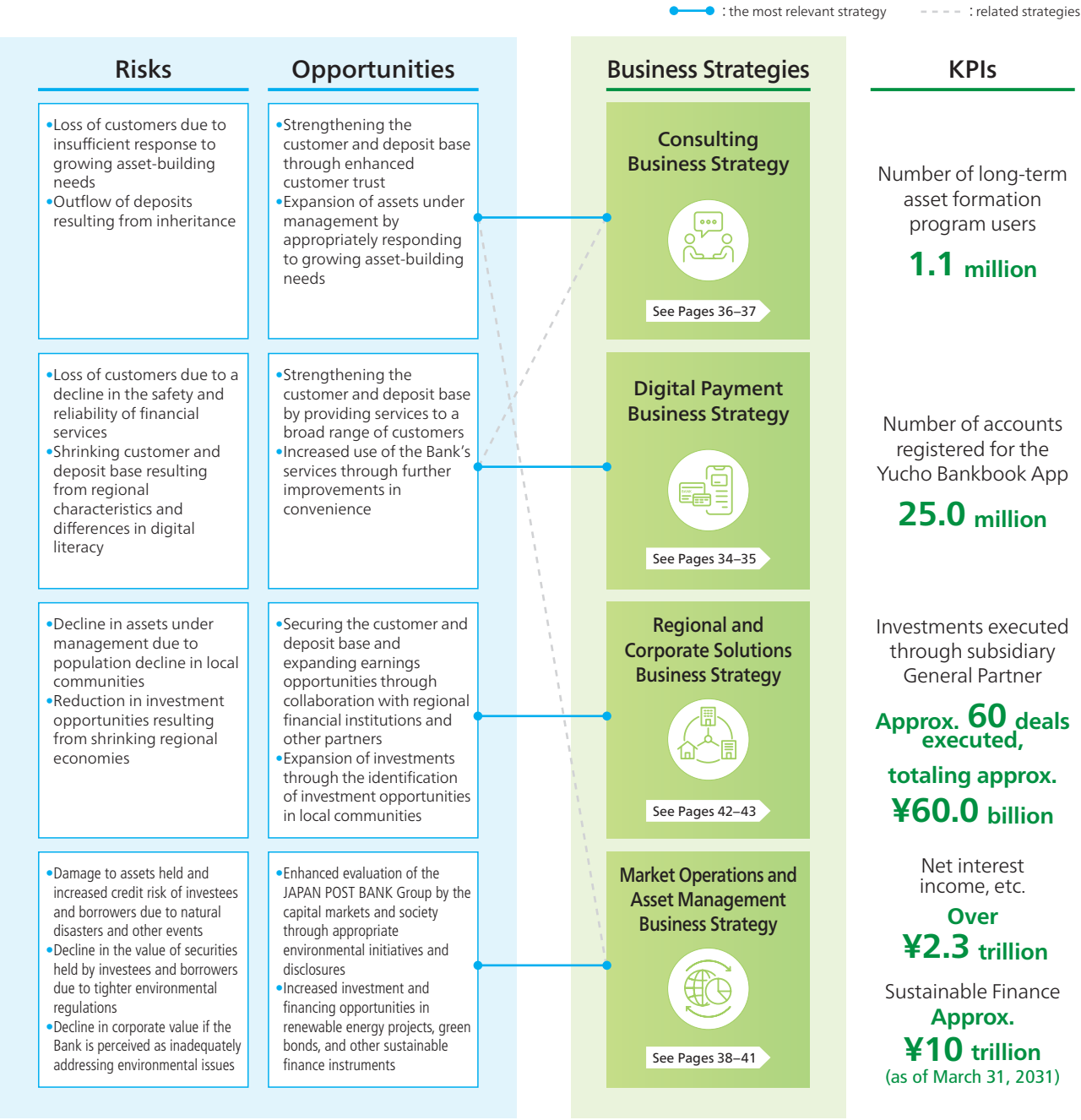
For details, see the following page.

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

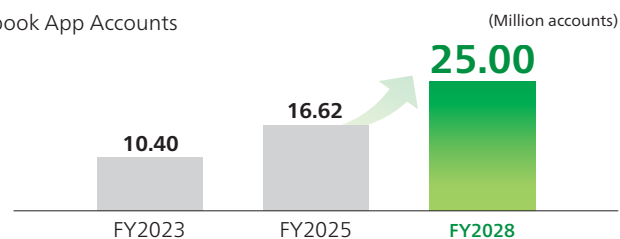
The Digital Payment Business Strategy is designed to contribute to realizing our Medium- to Long-term Vision of becoming “Japan’s Leading Comprehensive Financial Platform.”

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

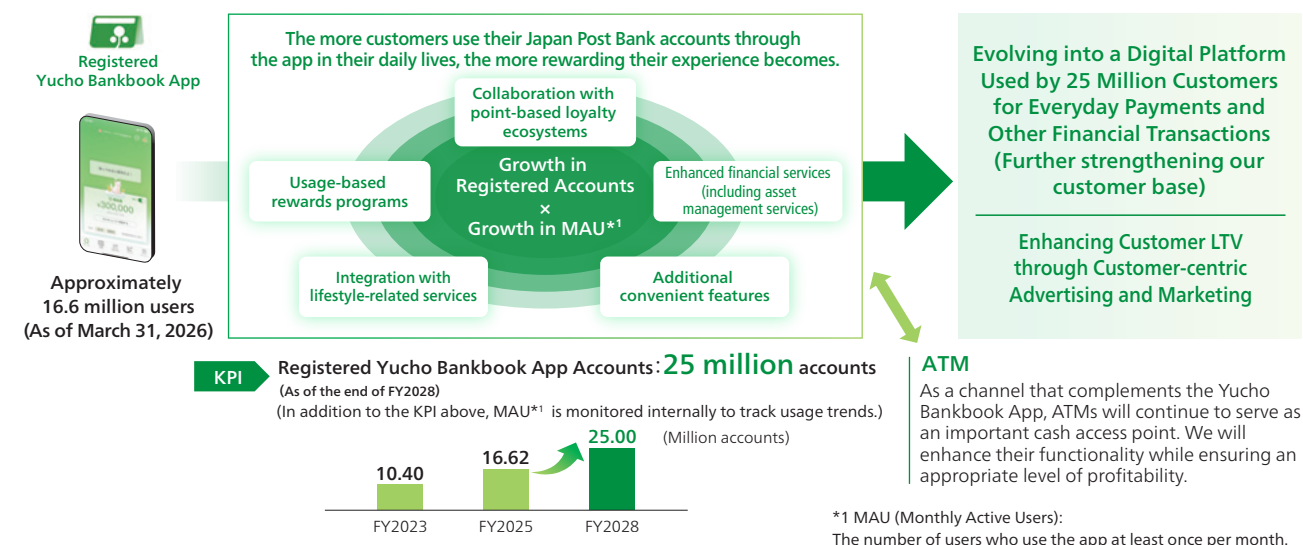
Medium-term Management Plan target of 16 million accounts.

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

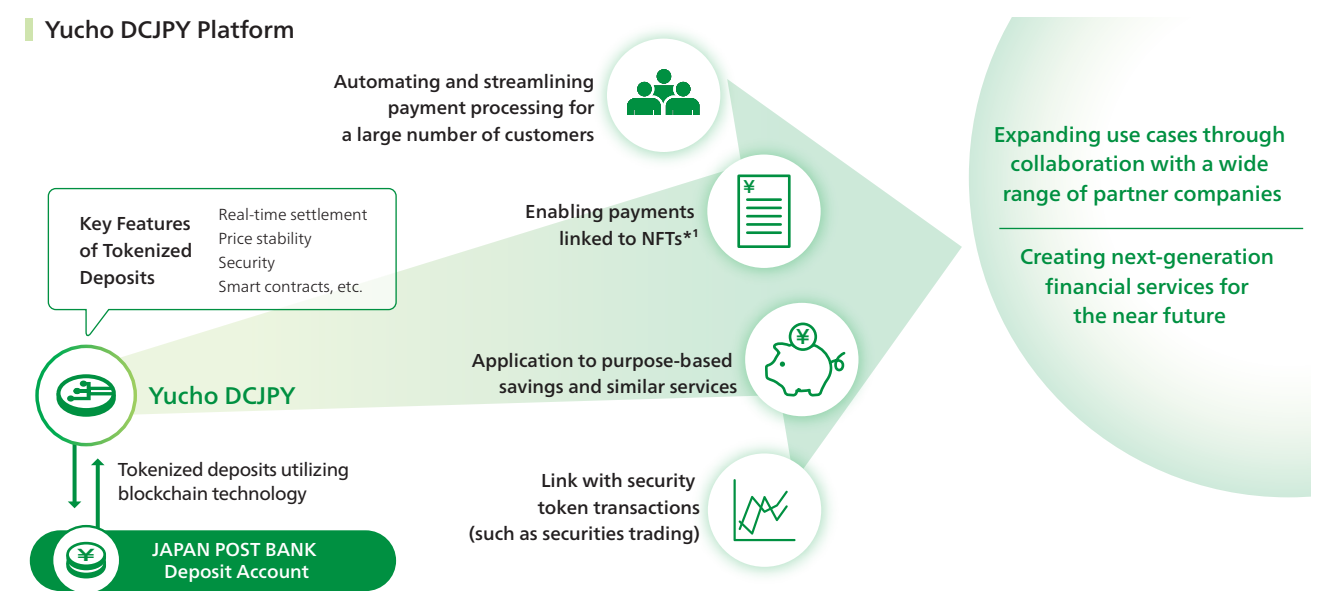
In September 2025, Japan Post Bank announced that it had begun studying the introduction of Yucho DCJPY, a tokenized deposit service for both individual and corporate customers, with the aim of delivering new value to customers. The tokenized deposit currently under consideration is expected to utilize 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

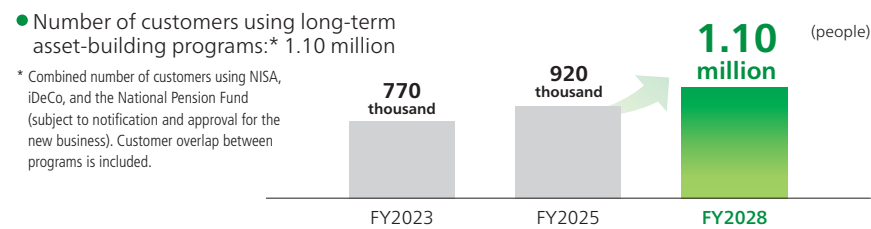


Hideki Nakao
Managing Executive Officer

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

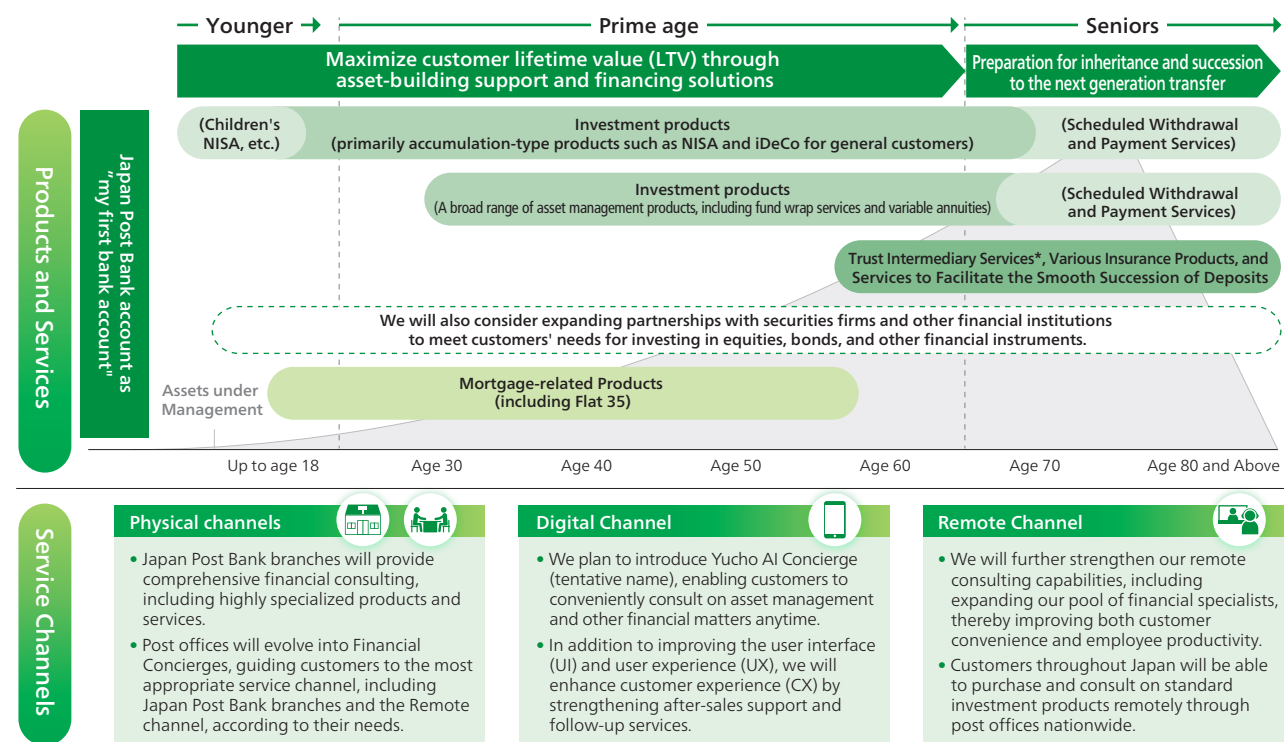
In our asset-building support business, we expanded our lineup of investment trust products while establishing a framework that enables customers visiting nearby locations to access highly

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.



* Subject prior to notification regarding new business.

Expanding our Product and Service offerings while Strengthening Digital Channels

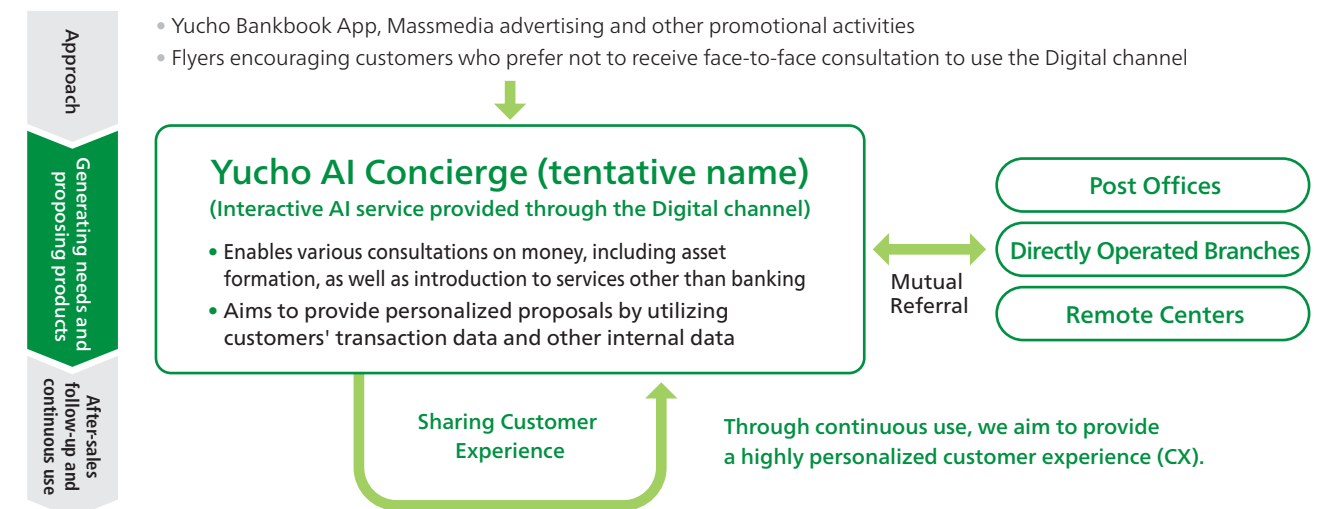
We will strengthen our ability to meet the diverse needs of each customer according to their lifestyle and life stage by expanding our product lineup. For example, we plan to broaden our lineup of investment trust products, introduce

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.

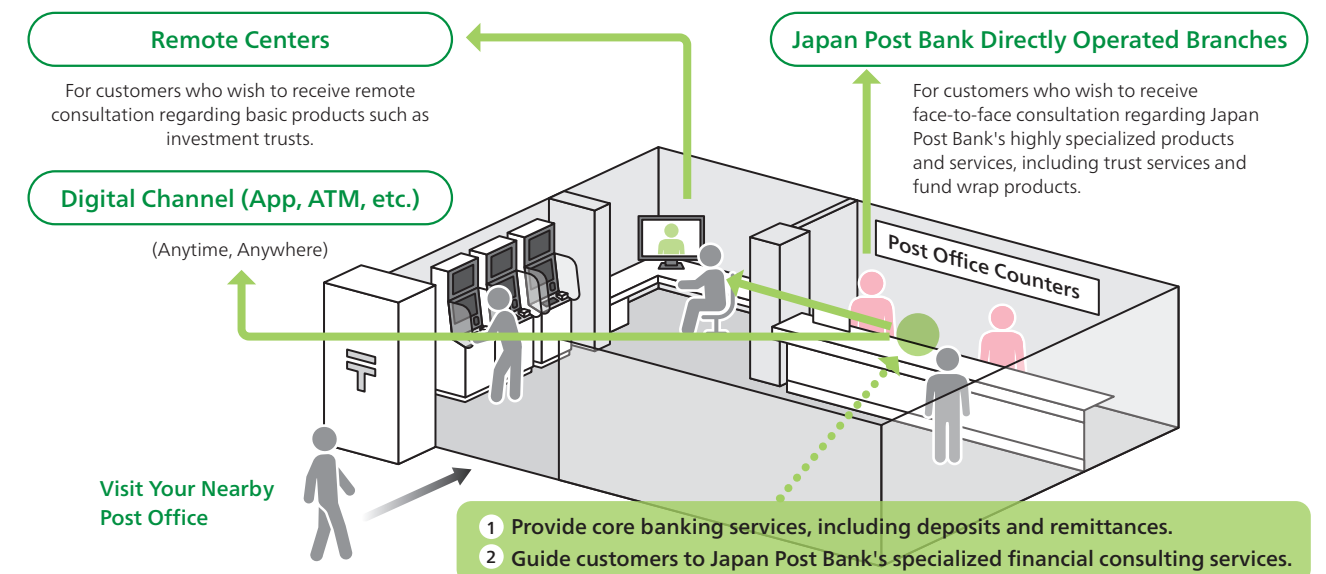


Post Offices as Financial Concierges

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

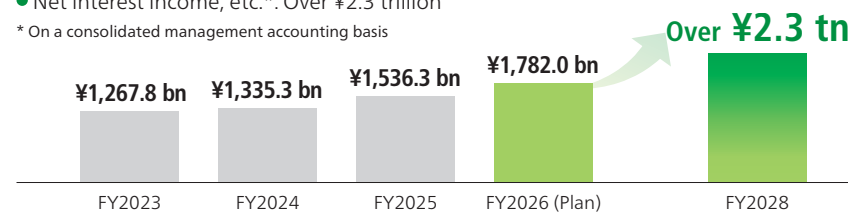
Under the Market Operations and Asset Management Business Strategy, with a view to becoming a “leading global market player” that aims to increase the value of customers’ assets and realize a sustainable society through investment in Japan and overseas, we will continue to conduct sound and highly profitable 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-

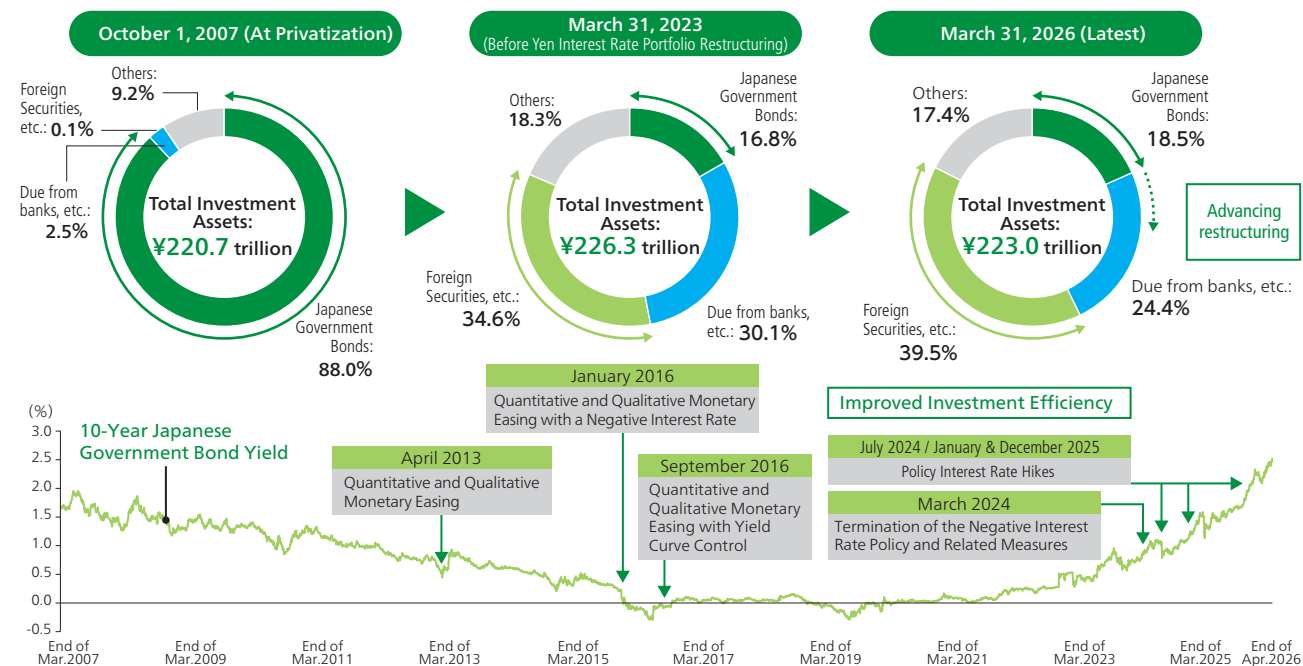
quality opportunities. As a result, we secured stable earnings that exceeded our forecasts.

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.

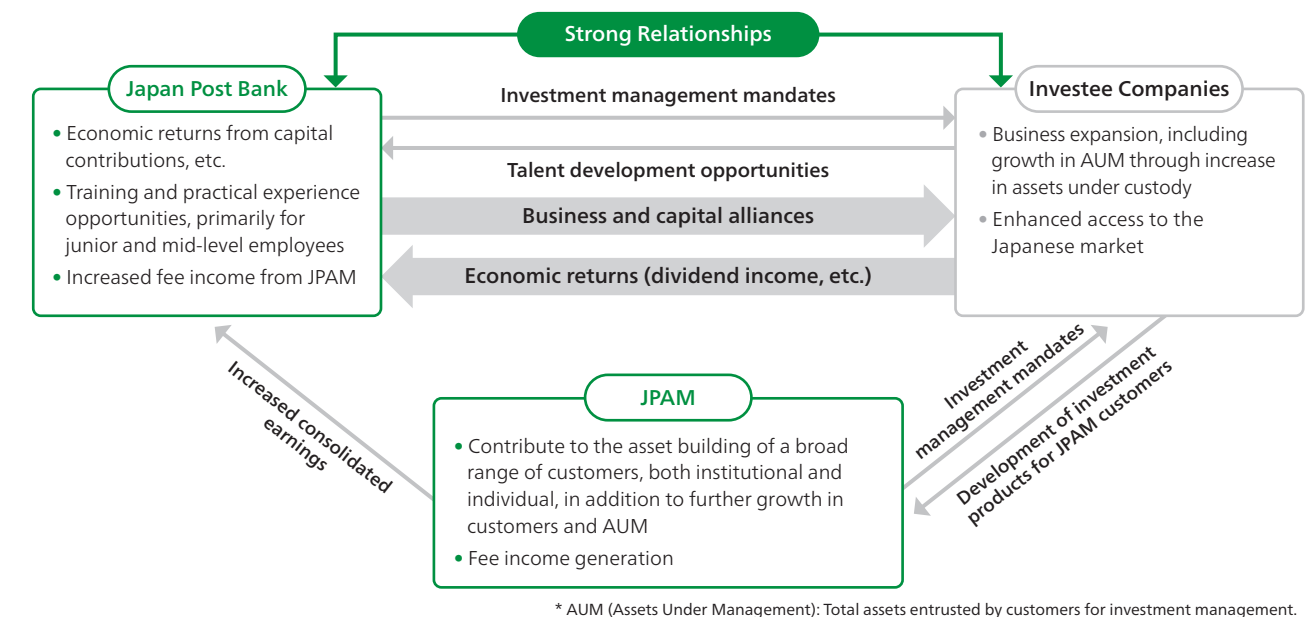
Providing New Investment Opportunities

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.

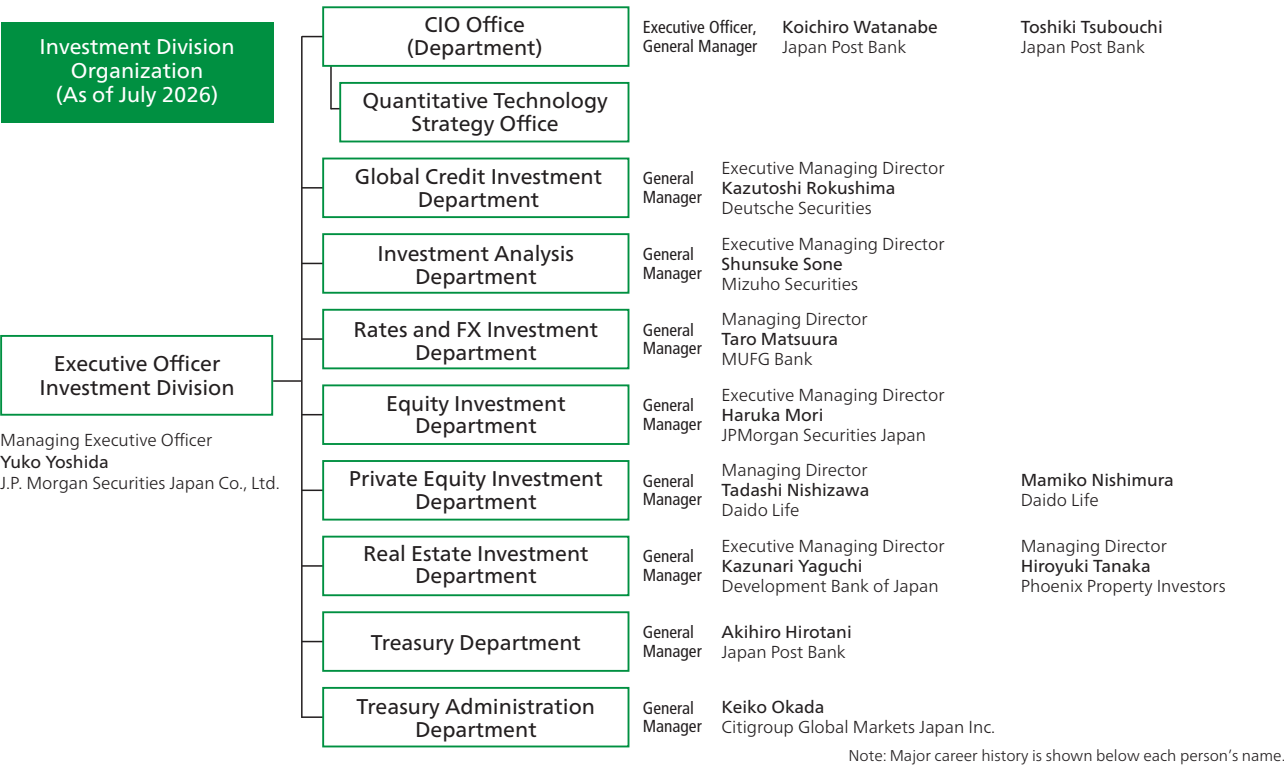
Direct lending is an investment approach in which funds provide loans directly, primarily to mid-sized companies in the United States and Europe. At Japan Post Bank, this is positioned as one of our strategic investment areas, and we began investing in this asset class as a pioneer in 2018, ahead of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

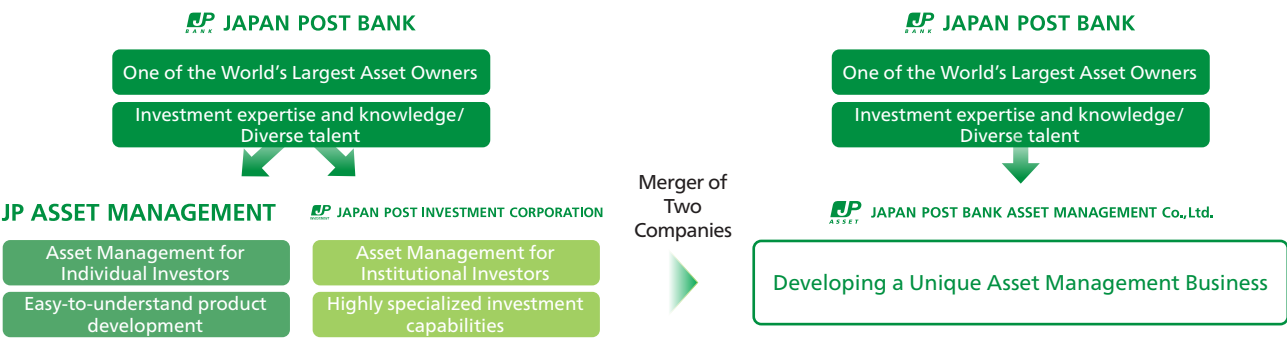


Hideya Sadanaga
President and Representative Director
Japan Post Bank Asset Management
Co., Ltd.

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.

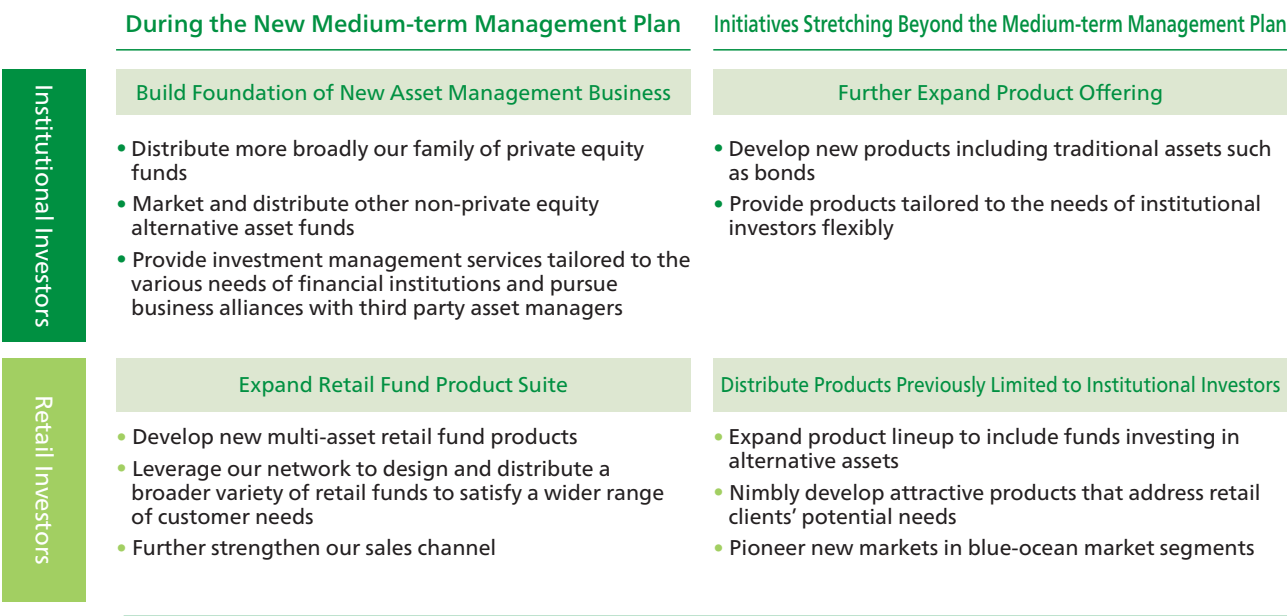
JPAM Management Philosophy

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



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

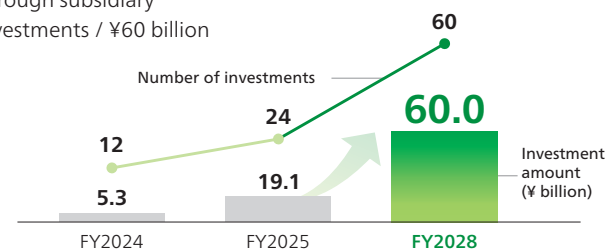
Strategic Overview

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).

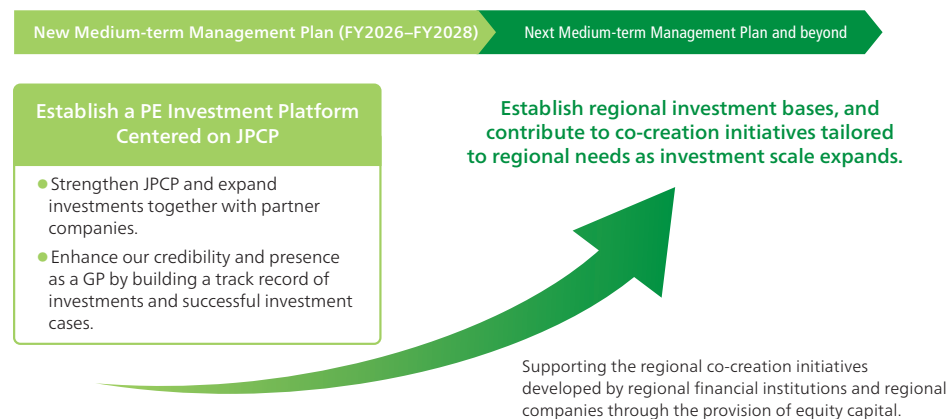
< Major Initiatives Related to JPCP >

- ✓ 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

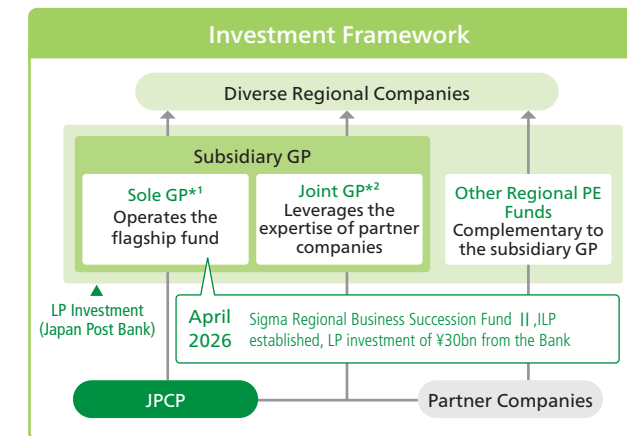
successful investment cases, we will enhance our credibility and presence as a GP. Over the longer term, we aim to become one of Japan's leading PE investors with regional investment bases.



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.

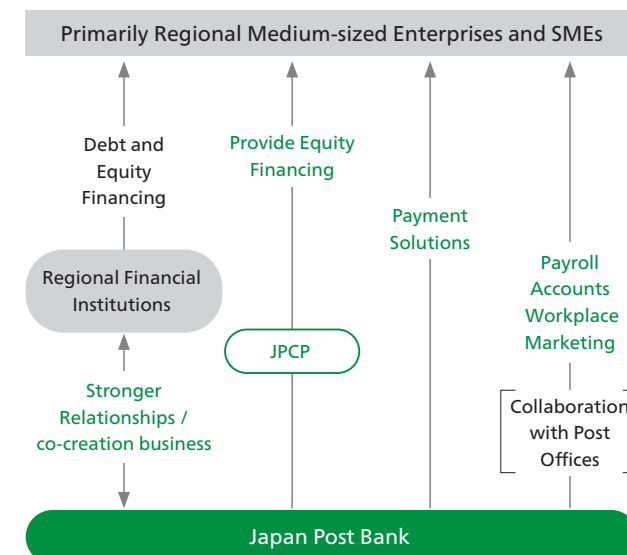
Going forward, I will continue to take on a wide range of new challenges so that I can apply the experience I have gained to strengthening the organizational capabilities of JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. and further deepening regional private equity (PE) investment.

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

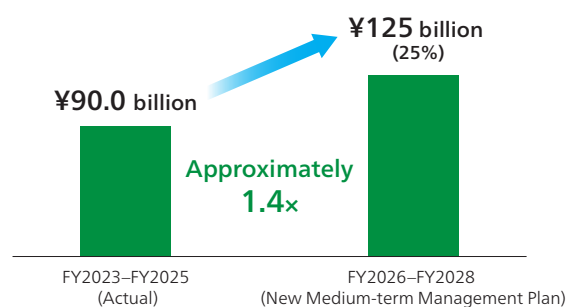


IT Investment for Stable and Sustainable Operations

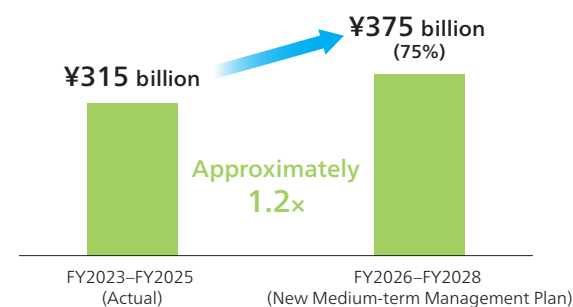
- Steadily renew core systems and maintain ATM deployment and maintenance nationwide

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

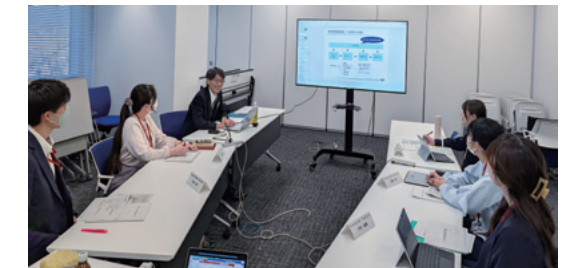
Since March 2024, as part of measures to prevent special fraud, Japan Post Bank has used AI to analyze images from security cameras installed at ATM locations in real time. When the AI detects a customer talking on a mobile phone or other device, a warning message is immediately displayed on the digital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