

Small Meeting with Outside Members of the Board of Directors

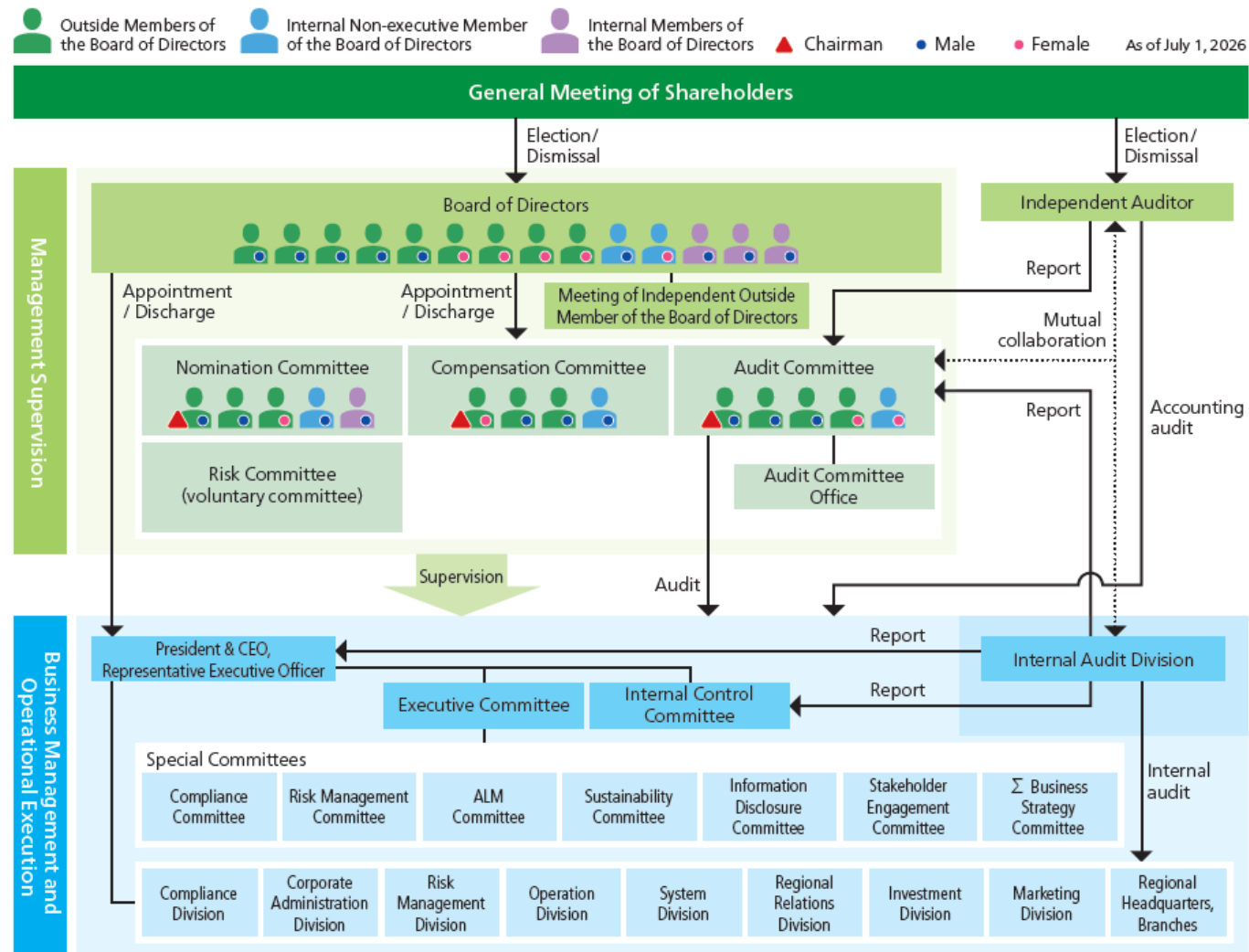
September 16, 2026



JAPAN POST BANK

Corporate Governance System

- The Bank adopted the company with three statutory committees system of corporate governance to implement rapid decision-making and to increase management transparency.

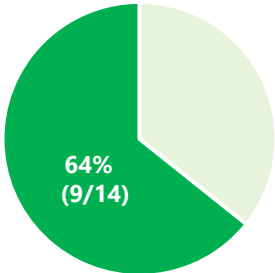


Structure and Skill Matrix of the Board of Directors

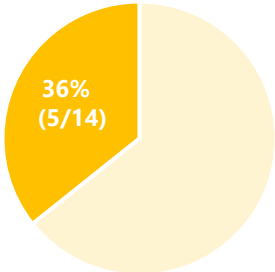
■ As the Prime Market listed company, the Bank has established a sophisticated governance system.

	Name	Independent Outside	Committee ^{*1,2} -related duties	Management (Corporate Management)	Legal, Compliance, and Risk Management	Finance and Accounting	Finance and Market Operations	IT / DX	Sales / Marketing	Human Resource Development	Sustainability
1	Takayuki Kasama		Nomination	●	●		●				●
2	Harumi Yano						●	●		●	●
3	Kenji Ogata				●	●	●				●
4	Kazuyuki Negishi		Nomination Compensation	●	●				●		●
5	Miho Ichiki		Audit Risk		●				●	●	
6	Kenzo Yamamoto	●	Audit <u>Risk</u>		●		●				
7	Keiji Nakazawa	●	Compensation Audit		●	●		●	●		
8	Atsuko Sato	●	Risk		●		●		●	●	
9	Reiko Amano	●	<u>Compensation</u>		●						●
10	Akane Kato	●	Audit	●					●	●	
11	Shigeki Mori	●	<u>Nomination</u> Compensation	●	●					●	●
12	Junko Moro	●	Nomination						●	●	●
13	Takao Nakayama	●	<u>Audit</u>		●					●	
14	Toshimitsu Misawa	●	Nomination	●				●	●		●

Independent Outside Members of the Board of Directors



Female Members of the Board of Directors



*1 Nomination: Nomination Committee member Compensation: Compensation Committee member Audit: Audit Committee member Risk: Risk Committee member

*2 Those underlined and in bold are the chairperson of their committees.

(as of June 23, 2026)

Introduction of Outside Members of the Board of Directors



Kenzo Yamamoto

Chairman of the Risk Committee,
Member of the Audit Committee

- Apr. 1976 Joined the Bank of Japan
- Feb. 2002 Director-General, Financial Markets Department of the Bank of Japan
- May. 2003 Associate Director-General, Representative Office in New York of the Bank of Japan
- Dec. 2003 General Manager for the Americas and Chief Representative in New York of the Bank of Japan
- Jul. 2005 Director-General, Payment and Settlement Systems Department of the Bank of Japan
- Jul. 2006 Director-General, Financial System and Bank Examination Department of the Bank of Japan
- May. 2008 Executive Director of the Bank of Japan
- Jun. 2012 Chairman of NTT Data Institute of Management Consulting, Inc.
- Mar. 2016 Member of the Board as Outside Director of Bridgestone Corporation
- Jun. 2018 Representative of Office KY Initiative (current position)
- Feb. 2019 Director of TOMIYAMA CULTURAL FOUNDATION (current position)
- Jul. 2019 Outside Director of SUMITOMO LIFE INSURANCE COMPANY
- Jun. 2020 Outside Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)**



Keiji Nakazawa

Member of the Compensation Committee and Audit Committee

- Apr. 1978 Joined Sony Corporation
- Apr. 2000 General Manager of Corporate Planning Department, Electronics Headquarters of Sony Corporation
- Apr. 2003 Chief Financial Officer, Home Network Company of Sony Corporation
- Jun. 2004 Group Executive Officer of Sony Corporation, and Representative Director and Chief Financial Officer of S-LCD Corporation
- Jun. 2010 Executive Officer, Senior Vice President of Sony Corporation
- Apr. 2015 Executive Officer of Sun Frontier Fudousan Co., Ltd.
- Oct. 2015 Senior Adviser of McDonald's Company (Japan), Ltd.
- Aug. 2017 Vice President of McDonald's Company (Japan), Ltd.
- Jun. 2022 Outside Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)**



Junko Moro

Member of the Nomination Committee

- Apr. 1986 Joined Mitsui O.S.K. Lines, Ltd. (currently Mitsui O.S.K. Lines, Ltd.)
- Jun. 2014 General Manager of Secretaries Office of Mitsui O.S.K. Lines, Ltd.
- Apr. 2017 Associate General Manager of Corporate Planning Division and General Manager of One MOL Business Strategy Execution Office, Corporate Planning Division of Mitsui O.S.K. Lines, Ltd.
- Apr. 2018 General Manager of Corporate Marketing Division of Mitsui O.S.K. Lines, Ltd.
- Apr. 2019 Executive Officer of Mitsui O.S.K. Lines, Ltd.
- Apr. 2021 Managing Executive Officer of Mitsui O.S.K. Lines, Ltd.
- Apr. 2023 Adviser of Mitsui O.S.K. Lines, Ltd.
- Jun. 2023 Director of Mitsui O.S.K. Lines, Ltd.
- Jun. 2025 Outside Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)**
- May. 2026 Outside Director of LIFE CORPORATION (current position)
- Jun. 2026 Advisor of Mitsui O.S.K. Lines, Ltd. (current position)
- Jul. 2026 Visiting Professor of Okayama University (current position)

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