

Sustainability Report

2021



Sustainability Report 2021

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Message from the President

| To Our Stakeholders



















Norito Ikeda

Director, President and Representative Executive Officer

■ As the most accessible and trustworthy bank in Japan, we will contribute to the realization of a sustainable society.

This year the Japan Post Group marks the 150th year since the founding of its postal service. In our Medium-term Management Plan (FY2022/3–FY2026/3) that was announced publicly in May 2021, we established four priority issues (Materiality), reaffirming our basic purpose to “create happiness for our customers and employees and contribute to the development of society and regional communities.” For each of these priority issues we have also established target KPIs to facilitate the management of our progress.

Priority Issues

Providing “safe and secure” financial services to anyone and everyone throughout Japan	Contributing to regional economic expansions	Reducing environmental impact	Advancement of work style reforms, and sophistication of governance
 3 GOOD HEALTH AND WELL-BEING  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  10 REDUCED INEQUALITIES  16 PEACE, JUSTICE AND STRONG INSTITUTIONS	 8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  10 REDUCED INEQUALITIES  11 SUSTAINABLE CITIES AND COMMUNITIES	 13 CLIMATE ACTION  14 LIFE BELOW WATER  15 LIFE ON LAND  17 PARTNERSHIPS FOR THE GOALS	 3 GOOD HEALTH AND WELL-BEING  4 QUALITY EDUCATION  5 GENDER EQUALITY  10 REDUCED INEQUALITIES

Related Information

► JAPAN POST BANK Priority Issues

For our customers, we are providing “safe and secure” financial services through utilizing our nationwide network of post offices and ATMs as well as the strength of having Japan's largest banking customer base. Also, under the slogan of “deepening trust, and taking on the challenge of financial innovation,” we are contributing to regional economic expansions by becoming a “Regional Financial Platform” built upon high-quality system infrastructure. As part of our environmental initiatives, we have set the goal of reducing our CO2 emissions by 46% by FY2031/3 (compared to FY2020/3) in order to realize carbon neutrality by 2050. In addition to changing our power consumption to a form with a low CO2 emission factor, we will expand our ESG themed investment by fully utilizing Japan’s largest deposit base. We are also engaging in continuous organizational culture reforms chiefly through our Service Improvement Committee, which is under the direct control of the President and Representative Executive Officer. This will lead to the strengthening of our customer-oriented business operations as well as the advancement of work style reforms and the sophistication of governance.

Japan Post Bank is accelerating initiatives to solve social issues such as Japan’s super-aging society, regional economic contraction, climate change, and the challenges of COVID-19. Alongside contributing to a sustainable society, we will strive to listen to the voices of all our stakeholders and continue to be the most accessible and trustworthy bank in Japan.

Norito Ikeda
Director, President and Representative Executive Officer
JAPAN POST BANK Co., Ltd.



ESG and CSR Stance and Promotion Framework

Basic Stance

Because the Japan Post Bank operates its business throughout Japan based on financial infrastructure that includes directly managed branches, the nationwide post office network, and ATMs, we are highly aware that our activities will contribute to the solutions for the problems faced by society. With our Medium-term Management Plan beginning in FY2022/3, we determined to aim for realizing both corporate value enhancement and solutions for issues facing society, such as the achievement of SDGs, through implementing our mission based on the Japan Post Group and Japan Post Bank management philosophy.

The Management Philosophy of Japan Post Group

We aim for the happiness of customers and employees, and will contribute to the development of society and the region.

The Management Philosophy of Japan Post Bank

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

The Mission of Japan Post Bank

Providing “reliable and thorough” financial services “safely and securely” to anyone and everyone throughout Japan.

Contributing to the development of regional community economies by enhancing funds flow to, and relationships with, communities using various frameworks.

As one of the largest institutional investors in Japan, Japan Post Bank will work to both realize sound and profitable operations, and contribute to the realization of a sustainable society.

Realizing the enhancement of corporate value while contributing to the solution of social issues such as SDGs

Based on this basic approach, Japan Post Bank has established the Basic Sustainability Policy after discussions at the Management Committee and the Board of Directors. The policy stipulates that the bank will promote sustainability as a top management priority.

■ Basic Sustainability Policy

The Bank positions the promotion of sustainability as a top management priority and aims to achieve both the creation of sustainable social value and enhancement of corporate value over the medium to long term by addressing materiality in its business activities as follows:

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

[Basic Sustainability Policy \(full text\) \(PDF/307KB\)](#) 

Related information

▶ [Priority Issues \(Materiality\)](#)

■ Sustainability Promotion Framework

Matters related to the promotion of sustainability are discussed by the Sustainability Committee, and discussed or reported to the Management Committee and the Board of Directors in a timely and appropriate manner.



Main Sustainability agenda items (FY2021/3) to be referred to the Board of Directors.

- Selection of Priority Issues (Materiality)
- Setting targets for reducing CO2 emissions
- Setting targets for the balance of ESG-themed investments
- Policy for TCFD Recommendation compliance

Stakeholder Engagement

- ▼ [Basic Stance](#)
- ▼ [Third-party Assessment \(About Sustainability Report 2021\)](#)
- ▼ [Dialogue with Experts](#)
- ▼ [Communication with Customers](#)
- ▼ [Dialogue with Shareholders and Investors](#)
- ▼ [Dialogue with Regional Communities](#)

Basic Stance

In order for Japan Post Bank to contribute to the creation of a sustainable society and future alongside realizing sustainable growth as a business, it is essential for us to listen closely to the opinions of everyone in society, meet their expectations, and gain their understanding and support. Consequently, we believe that it is vital for us to actively engage in dialogue with members of different communities.

Third-party Assessment (About Sustainability Report 2021)



Katsuhiko Kokubu
Professor, Graduate School of Business
Administration, Kobe University

Doctor of Business Administration at
Osaka City University.

After serving in such positions as
Associate Professor at Osaka City and
Kobe University, Dr. Kokubu has been
working as the Professor of the Graduate
School of Business Administration at Kobe
University since 2001. In 2019 he was
appointed as the Vice President of Kobe
University.

His main works include Emerging Responsibility Management (Nikkei Publishing) and Beyond Accountability toward Management Ethics (Yuhikaku Publishing).

Establishing Materiality and Incorporating ESG into Management

The most significant point this year for the Bank has been the establishment of CSR materiality within its Medium-term Management Plan commencing in FY2022/3, and the incorporation of ESG into its management approach. The implementation of a materiality identification process and the establishment of four materialities have been extremely important in creating a foundation through which ESG can be fully incorporated into the Bank's management. Materiality is not only important to businesses, but is also linked to the solving of important issues for society, so from now on I would like to see the Bank explain how they have been able to create value for society as well.

Fulfilling TFCD Disclosure Obligations

Although demand from society for the disclosure of sustainability-related information has been growing in recent years, within this the TFCD disclosure requirements are of considerable importance. Japan Post Bank is fully disclosing information in accordance with the TFCD recommendations. The Bank's establishment of CO2 emission targets to achieve by FY2031/3 as part of their goal to realize carbon neutrality by FY2051/3, and their advancement in expanding ESG investment, which has included climate change-themed investment, are both initiatives that can be highly regarded. I am hopeful that through tying the activities of their investment destinations to climate change issues, they will be able to make a significant contribution to society in the future.

Actively Engaging with Diversity

I feel Japan Post Bank has always been a workplace where women have been able to work comfortably, but by harnessing this strength, they have been proactively expanding diversity management. Currently, many companies are struggling with how to solve a range of issues concerning the promotion and career development of female employees. I think that the dialogue the Bank engages in regarding women entering management positions can be a highly useful reference for other companies as well. I would like to see the Bank contribute to diversity within Japanese businesses by sharing its model for diversity management.

Response to Disasters and Accidents / Supporting the Elderly and People with Disabilities

Some of the challenges facing regional financial institutions concern how to respond to the frequent occurrence of disasters and accidents, as well as how to provide facilities and services that can be easily used by the elderly or people with disabilities. Japan Post Bank has an extremely valuable role to play in regard to these points. I hope to see them further expand their existing initiatives as well as proactively engage in fields of innovation such as the development of authentication technologies.

| Dialogue with Experts

Japan Post Group holds regular dialogue with experts in order to hear their opinions and advice.

Related Information

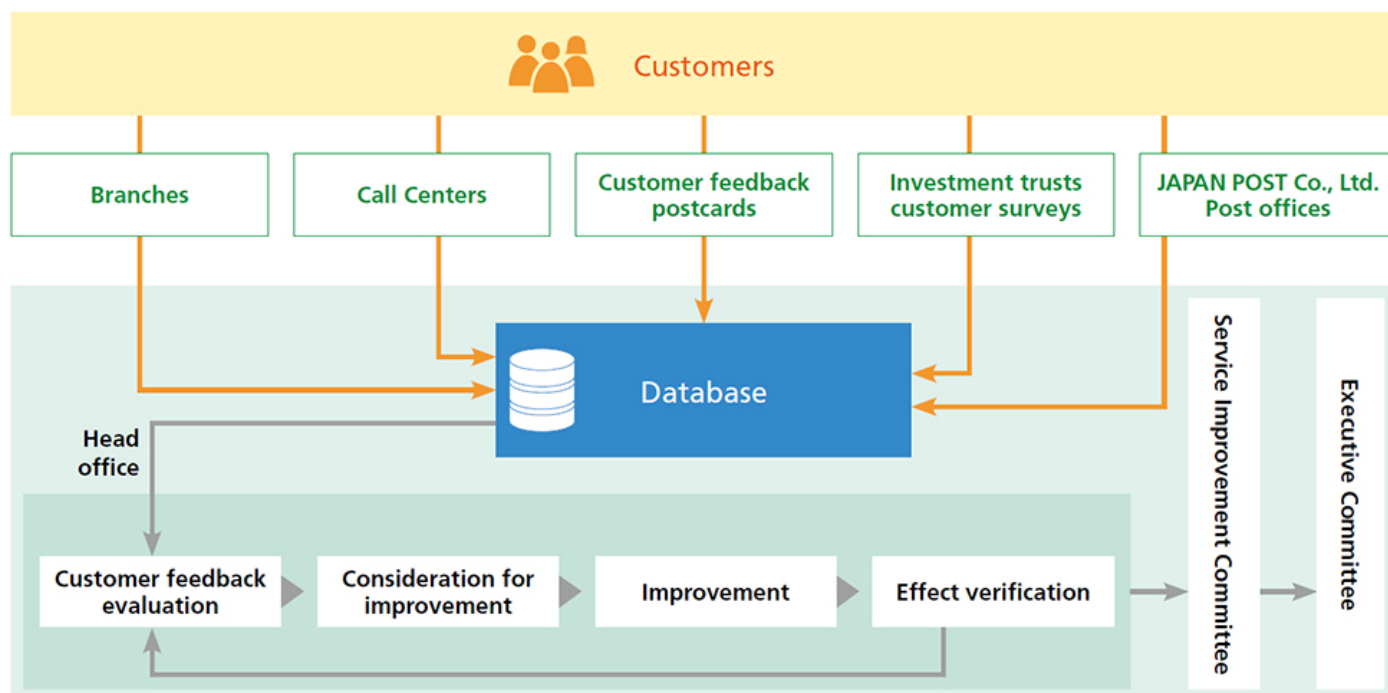
[Stakeholder Engagement \(external website\)](#) 

| Communication with Customers

■ Framework for applying customer opinions within business activities

The opinions and feedback the Bank receives from its customers at its branches or through its call centers are managed in a unified manner by the Customer Service Management Department at headquarters. The information is shared throughout the company and applied to the development and improvement of products and services, and the results of these improvements are then reported to bodies such as the Executive Committee and the Service Improvement Committee chaired by the President and Representative Executive Officer.

Organizational Structure for Improving Services

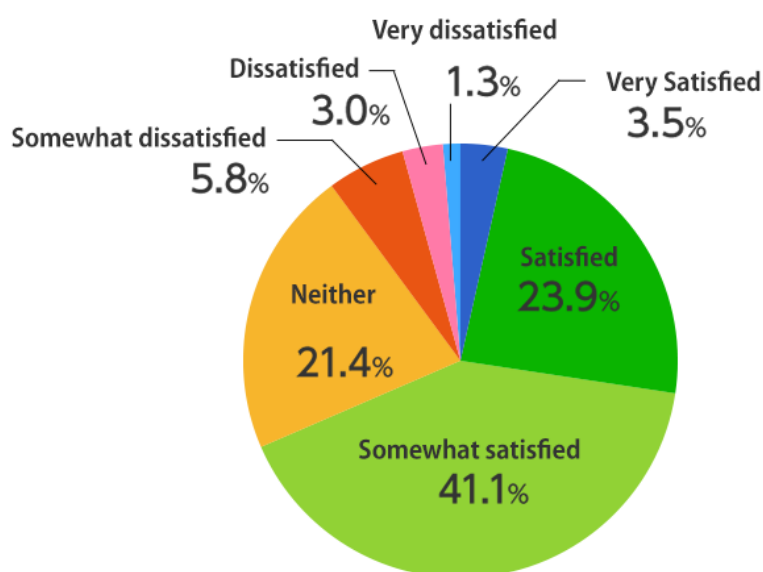


■ Conducting Customer Satisfaction Surveys

In order to provide better services, Japan Post Group is conducting satisfaction surveys of the customers who use its services. In the thirteenth survey, conducted in November 2020, 69%*1 of customers indicated that they were satisfied with the services of the Bank.

※1 Percentage represents the combined total of customers who answered that they were very satisfied, satisfied, or somewhat satisfied.

Customer Satisfaction Survey Results (FY2021/3)



■ Examples of Improvements Based on Customer Opinions

Customer opinions

- ① I would like to have new passbooks issued using ATMs.
- ② I would like to open a general account at a counter, but as a foreigner it is very difficult to fill in the application forms in Japanese.
- ③ I would like to check my account balance easily with my smartphone without having to update by passbook.

Improvements

- ① We are installing ATMs with bankbook carry-over functions (scheduled introduction in line with equipment upgrades).
- ② We have implemented a system with multilingual support that allows the application forms required for opening a general account to be prepared using a home PC.
- ③ We have released The Yucho Bankbook App, which allows customers to check their current balance, as well as the details of deposits and withdrawals, and their income and expenses, without having to update their passbook.

I Dialogue with Shareholders and Investors

While aiming for sustainable growth and improvements in corporate value over the medium to long term, Japan Post Bank promotes the establishment of strong engagement with investors and shareholders. Through activities, we will deepen their understanding of the Bank's business and reflect the opinions and requests of investors and shareholders in its management.

The 15th Ordinary General Meeting of Shareholders was held on June 17, 2021. On the day of the meeting, we introduced and provided explanations to questions that the Bank had received in advance from shareholders via its website and, at the venue, received eight questions and valuable opinions from seven shareholders.

The Bank also holds briefing sessions for individual investors in order to impart an understanding of matters such as the main features of the Bank and its business strategies, as well as shareholder returns. From the viewpoint of preventing the spread of COVID-19, in FY2021/3, briefing sessions were held online with a total of 995 participants across two sessions. We also engaged in opinion exchange with analysts and institutional investors on topics such as the management strategy of the Bank, through means such as half-yearly investors meetings and individual meetings throughout the year. In FY2021/3, investors meetings and individual meetings were held non-face-to-face via video streaming, web meetings, teleconferencing and other such methods.

Related Information

- ▶ [Disclosure Policy](#)
- ▶ [IR Information](#)



General Meeting of Shareholders (Held on June 17, 2021)



Online briefing session for individual investors (January 26, 2021. Briefing Speaker: Managing Executive Officer, Makoto Shinmura)

Dialogue with Regional Communities

As a financial institution deeply rooted within regional communities, Japan Post Bank treats the opinions of its regional customers with utmost importance. As part of this approach, we are engaging in dialogue with regional financial institutions that are trusted by regional communities, as well as local governments.

JAPAN POST BANK Priority Issues

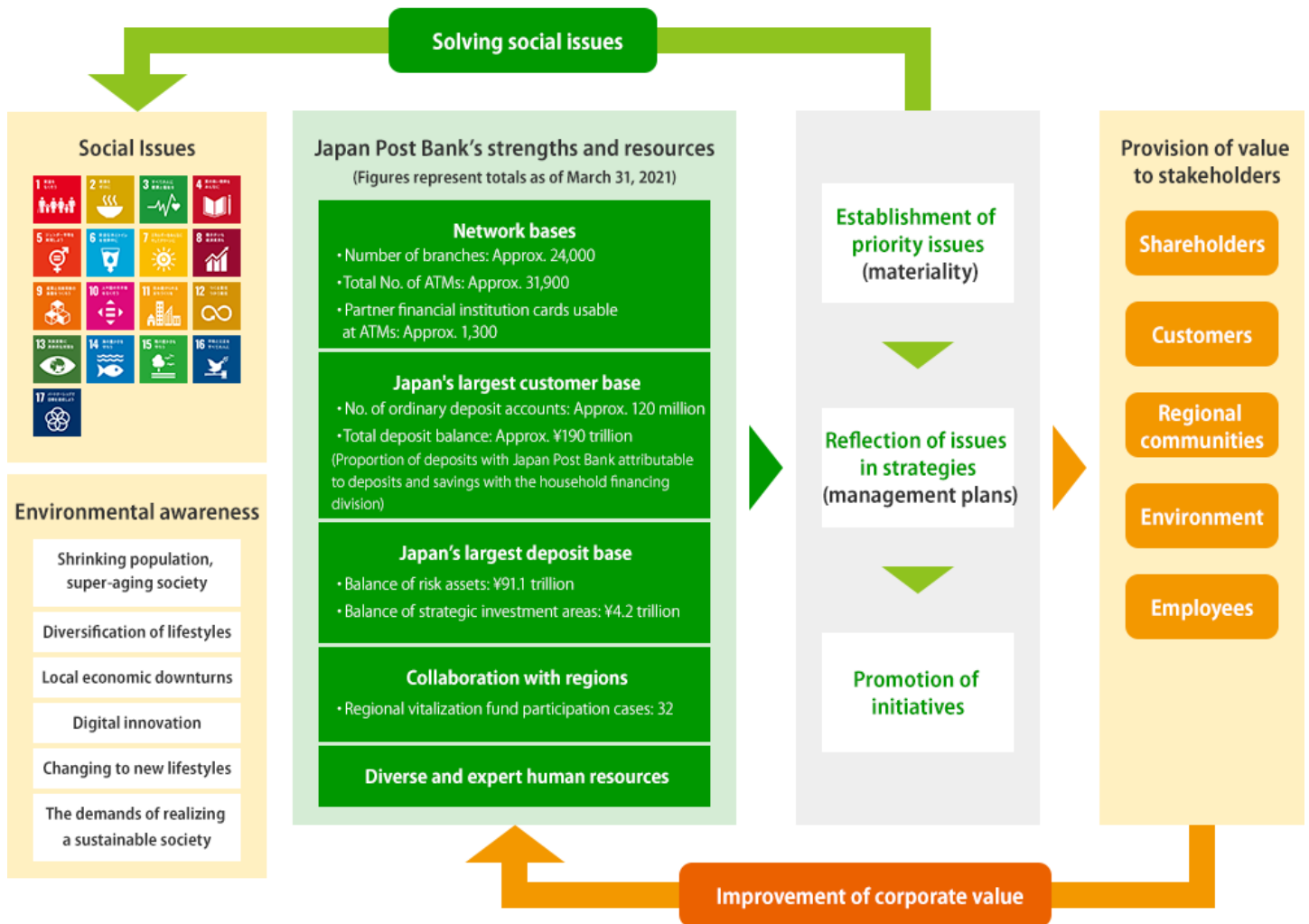
▼ [ESG Management Approach](#) ▼ [Priority Issues \(Materiality\)](#)

| Positioning of Priority Issues (Materiality) in Management

Japan Post Bank is engaging in the advancement of ESG management, which combines both corporate value enhancement and the solving of social issues. At the basis of this is a “cycle of value creation” – an approach that involves working to solve social issues and provide value to our various stakeholders through our business activities, which in turn is linked to the enhancement of our corporate value.

Purpose of Japan Post Bank

We aim for the happiness of customers and employees, and will contribute to the development of society and the region.



Related Information

► [Management Strategy \(Medium-term Management Plan\)](#)
















Priority Issues (Materiality)






In our Medium-term Management Plan that commenced in FY2022/3, we established priority issues (Materiality) that our company should focus on.

These have been selected from the issues that we, as a “chosen bank that continues to grow with society,” must focus on in our processes that deliver value to our stakeholders such as our customers, regional communities, the environment, and our employees. By returning to the fundamentals of our business and specifying these priority issues, we can realize the importance of growing in harmony with society, and our employees can strive to achieve this goal.

Furthermore, for each of these priority issues we have established target KPIs to manage our progress.

Priority Issues (Materiality) / Strategies / KPIs

Priority Issues(Materiality)	Specific Initiatives	Target KPIs(FY2026/3)	Connection to social issues(Realizing SDGs)
 <p>Providing "safe and secure" financial services to anyone and everyone throughout Japan</p>	<ul style="list-style-type: none"> Utilizing post offices networks across the country While putting safety and security foremost, we will expand digital services that all customers can readily use Developing an open, "Co-creation Platform" Consulting that closely centers on clients 	<ul style="list-style-type: none"> Number of accounts registered in the Yucho Bankbook app 10 million accounts Number of Cumulative type NISA Operation Accounts 400 thousand accounts 	   
 <p>Contributing to regional economic expansions</p>	<ul style="list-style-type: none"> Flow of funds to regional communities via various frameworks We will address financial needs suited to the real conditions of each regional community as a "regional financial platform" Enhancing relationship functions of regional communities 	<ul style="list-style-type: none"> Regional vitalization fund participation cases Cumulatively 50 cases Number of financial institutions that have aggregated operational processes Roughly 20 financial institutions 	   
 <p>Reducing environmental impact</p>	<ul style="list-style-type: none"> Enhancing initiatives based on TCFD proposals^{*1} Advancement of shift to paperless transactions, reductions in CO2 emissions Advancement of ESG investment 	<ul style="list-style-type: none"> CO2 emissions reduction rate (FY2031/3 targets/FY2020/3 comparison) 46% ESG themed investment balance 2 trillion 	   

Priority Issues(Materiality)	Specific Initiatives	Target KPIs(FY2026/3)	Connection to social issues(Realizing SDGs)
 <p>Advancement of work style reforms, and sophistication of governance</p>	<ul style="list-style-type: none"> • Make work more worthwhile for employees • Advancement of diversity management • Expand flexible work styles, eliminate harassment • Board of directors that balances independence, diversity, and expertise 	<ul style="list-style-type: none"> • Ratio of women in managerial positions 20% • Ratio of employees taking childcare leave (Regardless of gender) 100% • Ratio of employees with disabilities 2.7% or more 	   

*1 Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc. of key nations participate.

*2 Abbreviation of Sustainable Development Goals. International goals for the period between 2016 to 2030, stated in "The 2030 Agenda for Sustainable Development" adopted at a United Nations summit in 2015.

The Process of Identifying Materiality

Step 1: Identifying social issues to be considered

Through the methods below, social issues were identified as comprehensively as possible.

- Analysis of international situation (various types of international frameworks, standards, and external assessments, such as SDGs^{*2}).
- Analysis of Japan's situation (administrative bodies, the finance industry).
- Support of international initiatives (SDGs, TCFD, CDP^{*3}, the United Nations Global Compact^{*4}, and GRI^{*5}).

*3 Abbreviation for the Carbon Disclosure Project. An international NPO that manages the disclosure of information regarding the environmental impact of corporations, etc.

*4 An international framework that supports the achievement of sustainable growth, proposed by the Secretary-General of the United Nations at the 1999 World Economic Forum.

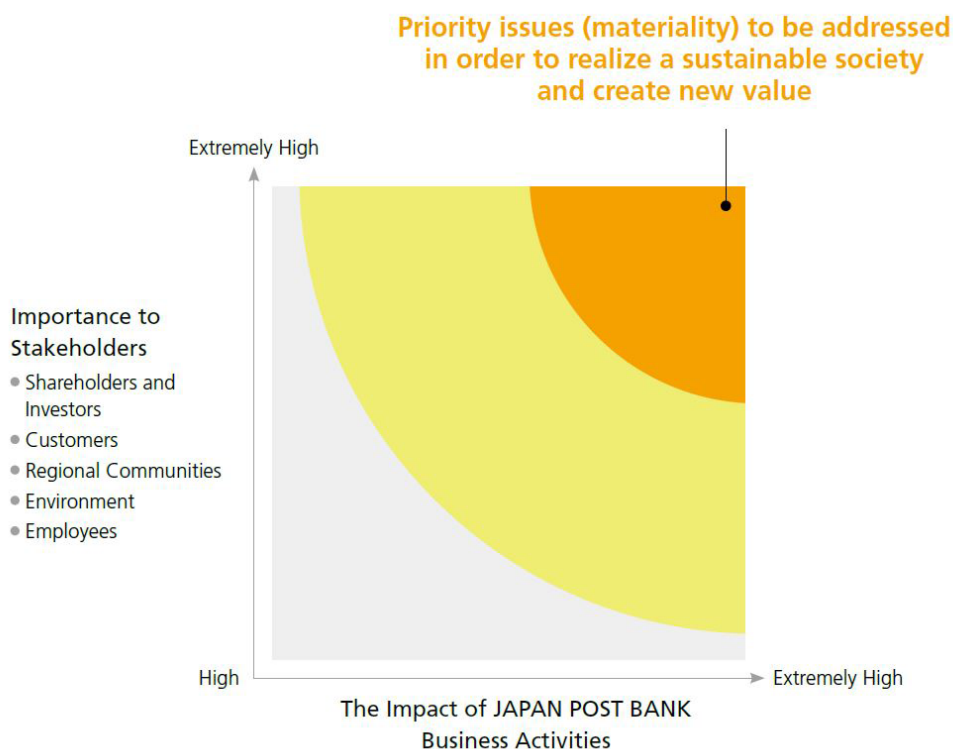
*5 Abbreviation for the Global Reporting Initiative. An international NPO that establishes guidelines for sustainability reports.

Step 2: Narrowing down social issues to be addressed

<ul style="list-style-type: none"> Relevancy to Japan Post Bank's business activities. 	<p>Social issues are examined based on Japan Post Bank's management philosophy, policies, services, and business details, and those with low relevancy to our business activities are removed.</p>
<ul style="list-style-type: none"> Discussion with stakeholders 	<p>In consideration of information such as assessment results from external research agencies and external expert opinions, it is determined whether the issues selected are based on what society demands of the bank.</p>

Step 3: Selecting Priority Issues (Materiality)

Assuming the key role, The Corporate Planning Department created a "Materiality Map" – outlining and sorting priority issues using the two criteria of "importance to our stakeholders" and "relevancy to the business of Japan Post Bank."



Step 4: Identifying Priority Issues (Materiality)

The Executive Committee and the Board of Directors analyzed their suitability and identified four priority issues. The issues are linked to our management strategy as we continue to advance our initiatives, and the state of progression regarding them is checked on a regular basis at Executive Committee and Board of Directors meetings. It is also planned to regularly review these priority issues in light of social environment changes.



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



**Contributing to
regional economic
expansions**



**Reducing
environmental
impact**



**Advancement of
work style reforms,
and sophistication
of governance**

Relationship with International Frameworks (SDGs)

▼ Initiatives of the JAPAN POST GROUP ▼ JAPAN POST BANK Initiatives

Initiatives of the JAPAN POST GROUP

The Sustainable Development Goals (SDGs) were adopted in September 2015 by the United Nations General Assembly as a set of common worldwide goals to end poverty and pursue a sustainable future. The SDGs consist of 17 goals and 169 specific targets for reaching these goals that address worldwide issues by 2030.

Japan Post Holdings Co., Ltd., on behalf of the Japan Post Group participates in the UN Global Compact. Through this arrangement, the Group is working to help achieve the SDGs. For more details please see the following page.

Related Information

[Framework of Global Society and Sustainability of Japan Post Group \(external website\)](#) 







JAPAN POST BANK Initiatives

Japan Post Bank is promoting initiative, having established individual targets and KPI for the materiality items of “Providing ‘safe and secure’ financial services to anyone and everyone throughout Japan,” “Contributing to regional economic expansions,” “Reducing environmental impact” and “Advancement of work style reforms, and sophistication of governance.” In addition, we are promoting greater understanding and penetration of Sustainability inside the company through training for all employees.

The relationship between the SDGs as well as Japan Post Bank’s materiality, initiatives, targets and KPI is as follows.

Initiatives and Targets toward Achievement of SDGs in Japan Post Group Medium-term Management Plan 2026 (FY2022/3 to FY2026/3)

SDGs relevant to materiality	Key initiatives taken to solve issues	Target KPIs (FY2026/3)
<p>Providing “safe and secure” financial services to anyone and everyone throughout Japan</p> 	<ul style="list-style-type: none"> Utilizing post offices networks across the country While putting safety and security foremost, we will expand digital services that all customers can readily use Developing an open, “Co-creation Platform” Consulting that closely centers on clients 	<ul style="list-style-type: none"> Number of accounts registered in the Bankbook app: 10 million accounts Number of Cumulate-type NISA Operation Accounts: 400 thousand accounts
<p>Contributing to regional economic expansions</p> 	<ul style="list-style-type: none"> Flow of funds to regional communities via various frameworks We will address financial needs suited to the real conditions of each regional community as a “regional financial platform” Enhancing relationship functions of regional communities 	<ul style="list-style-type: none"> Regional vitalization fund participation cases: cumulatively 50 cases Number of financial institutions that have aggregated operational processes: roughly 20 financial institutions

SDGs relevant to materiality	Key initiatives taken to solve issues	Target KPIs (FY2026/3)
<p>Reducing environmental impact</p> 	<ul style="list-style-type: none"> Strengthen initiatives in accordance with the TFCF^{*1} recommendations Encourage the elimination of paper and reduce CO2 emissions Advancement of ESG investing 	<ul style="list-style-type: none"> 46% reduction in CO2 emissions compared to FY2020/3 by FY2031/3 Balance of ESG-themed investing of ¥2 trillion
<p>Advancement of work style reform and the sophistication of governance</p> 	<ul style="list-style-type: none"> Make work more worthwhile for employees Advancement of diversity management Expand flexible work styles, eliminate harassment Board of directors that balances independence, diversity, and expertise 	<ul style="list-style-type: none"> Ratio of women in managerial positions: 20% (by April 2026)^{*2} Ratio of employees taking childcare leave: 100% (regardless of gender) Ratio of employees with disabilities: 2.7% or more

^{*1} Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc. of key nations participate.

^{*2} (Japan Post Group targets) Ratio of female managers of 30% at headquarters by April 1, 2031

Environmental management

- ▼ [Environmental Policy](#)
- ▼ [Environmental Management: Initiatives to Mitigate Environmental Impacts](#)
- ▼ [Environmental Consideration in Procurement](#)
- ▼ [Environmental Education](#)

Companies around the world are responsible for taking action to resolve global environmental issues such as climate change, loss of forest, and water pollution. Japan Post Bank will strive to reduce the environmental impact of our business through proactive efforts toward resource conservation, energy conservation and recycling. We will also actively work to reduce the environmental impact of society overall through financial products.

| Environmental Policy

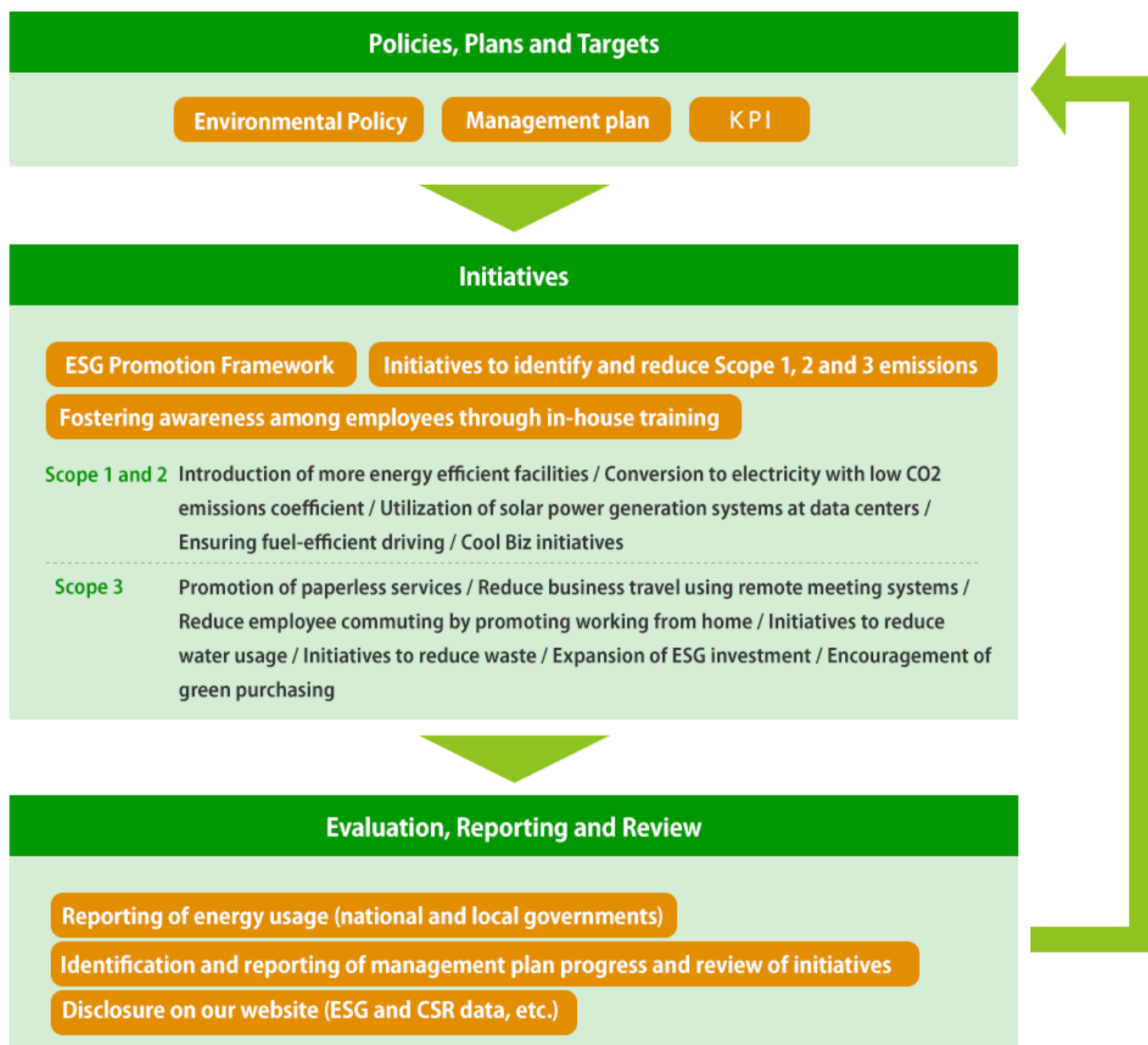
In response to environmental issues such as climate change, Japan Post Bank is promoting initiatives not only by endeavoring to act in ways that show consideration for the environment but also through its business activities. It was from this viewpoint that the Bank revised the JAPAN POST BANK Environmental Policy in April 2019 and is working to make further enhancements to its activities.

Related Information

- ▶ [JAPAN POST BANK Environmental Policy](#)

Environmental management

Initiatives to Mitigate Environmental Impact



| Environmental Consideration in Procurement

In our contract processes, we declare “Consideration for the environment: We shall conduct procurement activities with consideration for conservation of the global and regional environment and effective use of resources,” and so conduct environmentally friendly procurement. For example, we use vegetable-based ink* to print our Integrated Report (Annual Report) and Environmental Data Book.

In December 2018, we reviewed Japan Post Group’s Approach to Procurement Activity (procurement policy). In addition to showing that the Japan Post Group supports the 10 principles in the four fields (human rights, labor, environment and anti-corruption) defined in the UN Global Compact, we ask our business partners for their cooperation.

* Refers to ink made from recycled oil containing vegetable oil, such as soy oil and palm oil, and/or waste oil.

Related Information

[Japan Post Group's Approach to Procurement Activity \(external website\)](#) 

[Japan Post Group's CSR Procurement Guidelines \(external website\)](#) 

| Environmental Education

We have compiled an Ecology Guidebook to raise awareness among employees. This is utilized to teach employees to drive in an eco-friendlier manner and conserve energy. Additionally, in FY2021/3 we held training for all employees on two occasions. We are also working to reduce environmental impact from our operations, which includes informing employees of the headquarters about monthly copy paper usage.

JAPAN POST BANK Environmental Policy

▼ [I Basic Philosophy](#) ▼ [II Basic Policies](#)

I Basic Philosophy

As "the most accessible and trustworthy bank in Japan," JAPAN POST BANK will engage in environmentally friendly activities, and work to resolve environmental issues, to protect nature and the environment of regional communities, and preserve the irreplaceable global environment for the next generation.

II Basic Policies

1. We will comply with laws, regulations and ordinances concerning the environment, as well as sign various agreements, and make further efforts to reduce the burden on the global environment and prevent environmental pollution.
2. We will set and systematically implement environmental objectives and environmental goals, and construct a framework to regularly review them, aiming for continuous improvement of our environmental management system.
3. We will work actively to save resources and energy, recycle resources, use environmentally friendly goods, and manage industrial waste, as well as decrease the impact on the global environment of our business while taking into consideration the influence of our business on environment.

We will also contribute to the realization of a recycling society and preserve the global environment by promoting environmental awareness in society and effectively addressing the issue of climate change in our business activities.

4. We will strive to improve awareness of environmental problems by actively disclosing information concerning the environment both inside and outside the Bank, as well as promote environmental education and awareness raising activities.

5. We will continue to improve environmental activities through effective communication with local communities.
6. We will broadly announce the policy to the public.

Complying with the TCFD Recommendations

▼ Overview ▼ Governance ▼ Strategy ▼ Risk Management ▼ Metrics and Targets

Overview

Recognizing that responding to climate change, which has a major impact on the environment, society and business activities, is an important issue, Japan Post Bank announced its agreement with the TCFD Recommendations in April 2019. Since then, the Bank has incorporated various initiatives into its management strategies, increasing the level of its response to climate change. Details of our climate change response that accords with the TCFD Recommendations are outlined below.

*₁ Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc., of key nations participate.

Items	Recommended disclosures	Initiatives Summary of Japan Post Bank
Governance	Disclosure of the organization's governance regarding risks and opportunities associated with climate change.	<ul style="list-style-type: none"> • The Board of Directors supervises the formulation of policies and the status of initiatives to counter climate change. • Policies concerning the environment and climate change are stipulated in the JAPAN POST BANK Environmental Policy. • Following discussions within the Sustainability Committee, Executive Committee, and the Board of Directors, issues relating to climate change have been incorporated into the Medium-term Management Plan. • An Sustainability Management Office has been established within the Corporate Planning Department in order to facilitate the advancement of initiatives concerning climate change in unison with management strategies.

Items	Recommended disclosures	Initiatives Summary of Japan Post Bank
Strategy	Disclosure of the actual and potential impact of risks and opportunities associated with climate change upon the organization's business, strategy, and financial planning.	<ul style="list-style-type: none"> • Risks and opportunities for different types of environmental events are assessed (the period of time until the occurrence of these events and their degree of impact are determined). • Scenario analysis has been employed to ascertain the impact of climate change-related risks on the Bank's management portfolio.
Risk Management	Disclosure of how climate change-related risks are identified, assessed, and managed within the organization.	<ul style="list-style-type: none"> • Risks associated with issues such as climate challenge have been recognized as top risks. Responding to them has been reflected in management plans and they are examined and managed on a regular basis. • The Bank is advancing global asset allocations based on its ESG Investment Policy, which outlines investment policies based on sectors of high importance to climate change and various international agreements, etc.
Metrics and Targets	Disclosure of the metrics and targets used for the assessment and management of climate change-related risks and opportunities.	<ul style="list-style-type: none"> • In order to realize carbon neutrality by 2050, the Bank aims to achieve a reduction in CO2 emissions of 46% compared to FY2020/3 by FY2031/3 (Japan Post Bank only, Scope 1, Scope 2). • The Bank is targeting an ESG-themed investment balance of ¥2 trillion by the end of FY2026/3

| Governance

From the viewpoint of promoting initiatives relating to environmental issues such as climate change through business activities, we revised the JAPAN POST BANK Environmental Policy on the basis of the TCFD Recommendations in April 2019, and we are working to make further enhancements to our activities.

In April 2020, we established the Sustainability Management Office within the Corporate Planning Department in order to advance Sustainability initiatives in unison with our management strategies. As part of this move, we also reorganized the original CSR Committee as the Sustainability Committee (under the Corporate Planning Department).

Based on this organizational structure, discussions were held at meetings of the Sustainability Committee, the Board of Directors, and the Executive Committee. Following these, policies for initiatives concerning sustainability and climate were incorporated into the Medium-term Management Plan (FY2022/3 to FY2026/3), and we established climate change priority issues (Materiality) and KPI targets.

The Board of Directors is responsible for the supervision of issues related to climate change, and details concerning the formulation of policies regarding climate change and the status of initiatives are reported to it on a regular basis.

Related Information

► [JAPAN POST BANK Environmental Policy](#)

Sustainability Promotion Framework



Strategy

Risks and Opportunities

Japan Post Bank has identified the risks and opportunities related to climate change as follows.

Physical Risks	<ul style="list-style-type: none"> Damage to the Bank's assets such as ATMs due to natural disasters, etc., and an increase in the credit risk of investee companies.
Transition Risks	<ul style="list-style-type: none"> Securities holdings of the companies in which the Bank is investing (companies that are greatly affected by environmental regulations) will suffer a decline in value due to a tightening of regulations.
Opportunities	<ul style="list-style-type: none"> Improvements in capital markets and society's evaluations through taking appropriate measures and making disclosures related to climate-related issues. Financing opportunities for renewable energy businesses and green bond investment opportunities will increase.

■ Qualitative Analysis (Scenario Analysis)

We are conducting scenario analysis to ascertain the impact of climate change-related risks on the Bank's management portfolio.

Having expected that the impact of climate change upon marketable securities, which are central to our assets under management, will further manifest itself, we have selected borrowers that combine both bonds and loans as the target for the analysis. We recognize that when measuring the impact of climate change on our operations it is extremely important to conduct scenario analysis based on a comprehensive view of our credit situation that includes not only loans but also bonds.

The utility, resources and energy, and motor vehicle sectors have been identified as sectors with high importance to climate change and have been made targets of the analysis. We have evaluated the level of importance of items concerning the "transition risks" and "physical risks" directly associated with these target sectors by investigating their impact (potential risks and opportunities) on the target sectors' business operations through analyzing the answers of businesses whose information is disclosed by the CDP*2. As a result of the analysis, items and parameters with a high level of importance within these sectors have been specified as below.

*2 An international NGO working in the environmental field with issues such as climate change.

Type of risk or opportunity		Items	Parameters		
			Utility	Resources and energy	Motor vehicles
Transition risks and opportunities	Policy / Regulations	Carbon tax and carbon price	Carbon tax	Carbon tax	Carbon tax
	Industry / Market	Energy mix etc.	Energy composition	Level of reliance on fossil fuel business	-
		Changes in customer behavior	Consumption of fossil fuel energy within households	Consumption of fossil fuel energy within households	Number of combustion engine vehicles sold
	Technology	Spread of low carbon technologies	-	Usage of CCS*3, etc.	Electric vehicle adoption rate
Physical Risks	Intensification	Intensification of abnormal weather events	Flood frequency	Flood frequency	Flood frequency

*3 An abbreviation for "Carbon dioxide Capture and Storage"—a technique where CO2 is not expelled into the atmosphere, but instead is captured and kept isolated in another place such as underground or at the ocean floor.

*3 An abbreviation for “Carbon dioxide Capture and Storage”—a technique where CO₂ is not expelled into the atmosphere, but instead is captured and kept isolated in another place such as underground or at the ocean floor.

Additionally, two scenarios have been projected, and qualitative analysis has been conducted to investigate how the parameters that have a major effect on each sector will financially impact them and the Bank’s assets under management. A 2°C and 4°C scenario has been adopted after drawing on material published in the IEA (International Energy Agency) World Energy Outlook 2020 report, such as the Sustainable Development Scenario (SDS) and the Stated Policies Scenario (STEPS).

↗ : Events with the potential to increase the value of the Bank’s investments ↘ : Events with the potential to degrade the value of the Bank’s investments

	2°C	4°C
Utilities	↗ Higher renewable energy business revenue due to greater use of renewable energy ↘ Higher costs due to introduction/expansion of carbon taxes and to stranded fossil fuel assets	↗ Lower power generation costs due to continued reliance on fossil fuels ↘ Higher costs of addressing more intense abnormal weather
Resources and energy	↗ Higher income due to expanded investment in renewable energy technologies coinciding with greater demand for renewable energy ↘ Higher costs due to introduction/expansion of carbon taxes and lower fossil fuel business revenue due to the same	↗ Higher fossil fuel revenues due to continued reliance on fossil fuels ↘ Higher costs of addressing more intense abnormal weather
Automobiles	↗ Higher revenue coinciding with greater use of electric vehicles, etc. ↘ Higher costs due to introduction/expansion of carbon taxes and lower sales of internal combustion engine vehicles due to the same	↗ Higher sales of internal combustion engine vehicles due to continuation of existing regulations and market conditions ↘ Higher repair costs due to more intense abnormal weather

■ Quantitative analysis

Having operations on a national scale, the Bank has installed and maintained facilities including ATMs (approx. 32,000 units) and devices at our counters across our direct branches and posts offices nationwide. Due to this, it was assumed that the cost of damage that may be caused to these facilities from water-related disasters such as floods would be high compared to other financial institutions. Under that assumption, the Bank estimated the cost of damage according to inundation depth predictions, however, it was calculated that the impact on our finances will be limited to a total of approx. ¥25 billion over the next 100 years.

Although floods are expected to roughly double in the 2°C scenario and occur roughly four times as frequently in the 4°C scenario, the risk of damage occurring to our facilities simultaneously is considered low due to the fact that they are spread over a nationwide network.

Quantitative analysis allows us to recognize the level of the impact (the potential risks and opportunities) that climate change has on the companies that we lend to and invest in. Based on the results of the analysis, we will continue our investigation of its quantitative impact in consideration of the characteristics of our management portfolio. The Bank is also examining the utilization of the analysis results within our business integration and engagement.

■ Investments in climate change opportunities

In regard to climate change-related initiatives, we are not only appropriately managing risks, but are also engaging in initiatives that expand new opportunities brought about through climate change. The Bank has recognized that contributing to the realization of a sustainable society through increasing investments in green bonds and financing for renewable energy businesses is one of our important roles.

Participation in project financing through Sumitomo Mitsui Banking Corporation's "SDGs Green Loan."

Japan Post Bank participated in the joint financing of projects for businesses managed by the lead-managing underwriter, Sumitomo Mitsui Banking Corporation (SMBC), which is operating under the PFI concession system and is involved in projects such as the redevelopment and operation of hydroelectric power plants in Tottori Prefecture.

The "SDGs Green Loan" is a product provided by SMBC which they limit to the use of environmentally friendly businesses and verify specific requirements for financing. Additionally, SMBC examines the relevance of the target businesses' SDGs through methods such as high-level mapping that reflects sustainable development goals including investment in green bonds and social bonds, and due to this the loan scheme has been highly regarded by external assessment organizations.

When the current SDGs Green Loan was established by the SMBC, it was evaluated by the external assessment organization, Rating & Investment Information, Inc., and it received the highest evaluation level of GA1 in their "R&I Green Bond Assessment," which assesses green loans.



Hinogawa Daiichi Power Station (photo from the official website of Tottori Prefecture).



Nakatsu Dam (photo from the official website of Tottori Prefecture)

Risk Management

Japan Post Bank takes risks related to climate change as top risks facing the company. These risks are reflected in our management plans, and the ESG Team which has been established in the Corporate Planning Department acts as necessary following regular checks of the risks' control. The Bank is advancing global asset allocations based on its ESG Investment Policy, which is based on sectors of high importance to climate change and various international agreements, etc. In the years to come, we will consider enhancing this policy from the perspective of fulfilling and contributing to climate change obligations as an institutional investor.

Related Information

► [ESG Investment Policy](#)

Metrics and Targets

To reduce CO2 emissions, the Bank had set the target of a 25% reduction in energy usage per unit of output compared to FY2010/3 by FY2021/3. In FY2021/3 the target was achieved with a 30% reduction.

Facility energy emissions usage per unit (kl/m²)

FY2010/3 result (base year)	FY2021/3	
0.06540	Target 0.04905 (25% reduction)	Result 0.04557 (30% reduction)

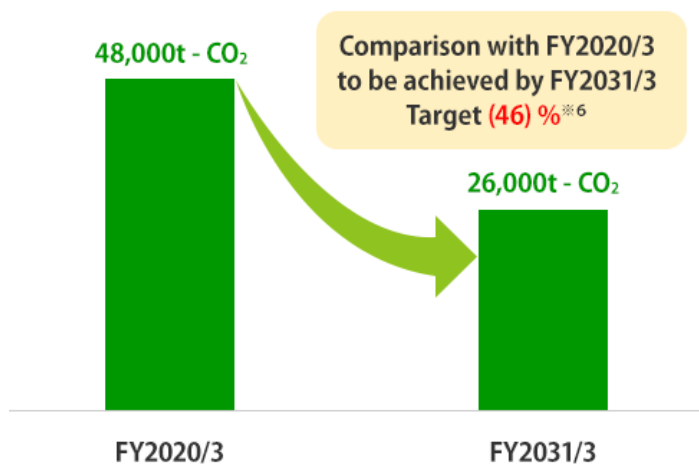
The targets below have been established in our Medium-term Management Plan commencing in FY2022/3 in order to contribute to the realization of a sustainable society through goals such as achieving carbon neutrality by 2050.

- 46% reduction in the Bank's CO2 emissions*4 compared to FY2020/3 by FY2031/3. (48,000 t-CO2 → 26,000 t-CO2)
- Balance of ESG-themed investments*5 target of ¥2 trillion by the end of FY2026/3.

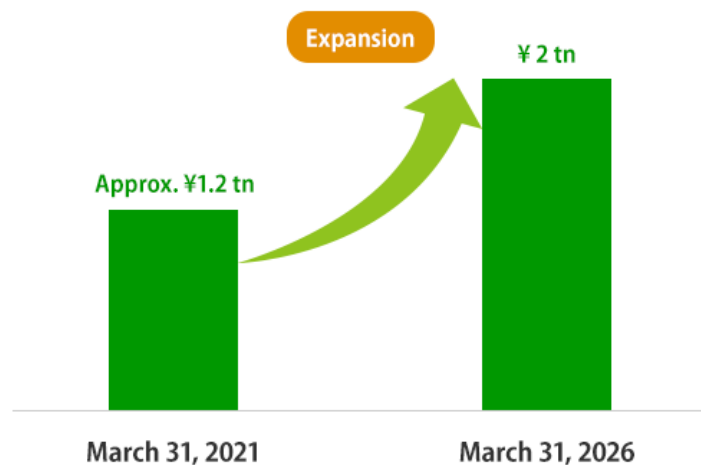
*4 Scope 1 + 2, (Japan Post Bank only)

*5 Green bonds, social bonds (including pandemic bonds), sustainability bonds, loans to the renewable energy sector, and regional vitalization funds, etc.

KPI Reduction of CO2 emissions



KPI Balance of ESG-themed investments



^{*6} Levels that will allow Japan to reach its targets (goal of carbon neutrality by 2050, a 46% reduction in emissions compared to FY2014/3 by FY2031/3). Japan Post Bank will boost efforts to achieve carbon neutrality in Japan and throughout the world through the application of the resources available to us.

Initiatives to Reduce CO2 Emissions

▼ Results and Targets ▼ Endorsing COOL CHOICE ▼ Third-party Assessment

Japan Post Bank strives to reduce the environmental impact of its business activities.

* As GHG emissions generated by the business activities of Japan Post Bank (non-consolidated) are all CO2, we ascertain, manage, and work to reduce CO2 emissions.

Results and Targets

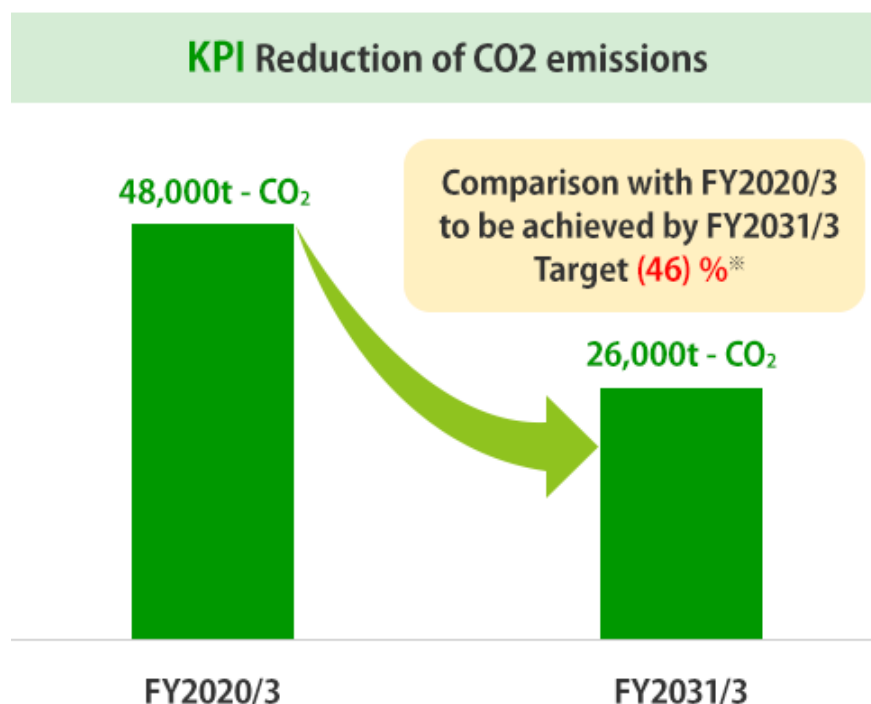
In order to reduce CO2 emissions, the JAPAN POST BANK set the target of a 25% reduction in energy emissions usage per unit at its facilities compared to FY2010/3 by FY2021/3. The target was achieved in FY2021/3 with a reduction of 30%.

In order to realize carbon neutrality by 2050, in FY2022/3 we set the goal of a 46% reduction in CO2 emissions (scope 1 and 2) compared to FY2020/3 by FY2031/3. As roughly 80% of our CO2 emissions are derived from the use of electricity, we aim to achieve this target through continuing our efforts to save energy and taking measures such as changing to renewable energy sources to provide the electricity at some of our facilities. Reduction levels will be reported annually to the Board of Directors and managed accordingly.

Facility energy usage per unit of output (kl/m²)

FY2010/3 Performance (base year)	FY2021/3	
	Target	Result
0.06540	0.04905 (25% reduction)	0.04557 (30% reduction)

FY2031/3 Target



* Levels that will allow Japan to reach its targets (goal of carbon neutrality by 2050, (46%) compared to FY2014/3 by FY2031/3). Presumes that renewable energy dissemination and shifts toward carbon neutrality have advanced significantly in Japan. Japan Post Bank will boost efforts to achieve carbon neutrality in Japan and throughout the world through the application of the resources available to us.

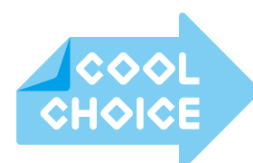
Related Information

- ▶ [Complying with the TCFD Recommendations](#)
- ▶ [ESG and CSR Data](#)

[JAPAN POST Environmental Management System](#) 

| Endorsing COOL CHOICE

COOL CHOICE is a national movement being promoted by the Japanese Government that encourages people to make smart choices that assist measures to counter global warming, such as making lifestyle changes, replacing products, and using services that contribute to the creation of a carbon-free society. Japan Post Bank endorses COOL CHOICE.



| Third-party Assessment

Japan Post Bank received independent third-party verification of its greenhouse gas emissions for FY2021/3 (scope 1, 2, 3) under the ISO 14064-3 standard.

The Japan Post Group receives verification as a single entity. Branches and other group facilities in properties owned by other companies receive verification through their respective group owners.

Related Information

[FY2021/3 Greenhouse Gas Emissions Certification Report](#) 

[FY2020/3 Greenhouse Gas Emissions Certification Report](#) 

[FY2019/3 Greenhouse Gas Emissions Certification Report](#) 

ESG Investments and Environmentally Friendly Businesses

▼ [ESG Investments](#) ▼ [Environmentally Friendly Business](#)

| ESG Investments

Considering the growing demand from stakeholders, as well as JAPAN POST BANK's endorsement of the TCFD Recommendations, JAPAN POST BANK formulated a policy to make ESG investments that heed international agreements when advancing diversified international investments. In October 2020, this policy was revised, and our policies for the coal-fired power sector were made more stringent.

We are also investing in green bonds issued by companies in countries throughout the Japan Post Bank world. These funds are used for green projects that assist in solving environmental problems, including global warming. In our Medium-term Management Plan (FY2022/3 through FY2026/3), we have set the target to increase the balance of our ESG-themed investments*1 to ¥2 trillion. While enhancing returns on assets under appropriate risk management, we will contribute to forming a sustainable society through investment in green bonds.

*1 Green bonds, social bonds (including pandemic bonds), sustainability bonds), loans to the renewable energy sector, and regional vitalization funds, etc.

Related Information

► ESG Investment Policy



Related Information

► Record of investments in opportunities to assist in solving climate change challenges.

| Environmentally friendly Business

■ Promoting paperless business operations

Japan Post Bank is developing new services that will reduce paper usage by harnessing ICT, and we are eliminating paper and waste through the digitization of documents such as those that we send to our customers.

Internally, we are striving to reduce paper usage from various angles, accomplishing this by improving services through sales using tablets, as well as by eliminating paper used in internal meetings, introducing a paperless, electronic decision-making system, and conducting seminars through e-learning. All photocopy paper used internally is recycled paper.

Yucho Direct+ (plus) Non-Passbook General Account

With no issuing of a passbook, this service enables customers to use their cash cards for cash deposit and withdrawal enquiries, while current balances are obtained via Yucho Direct.

Instead of issuing passbooks, details of deposits and withdrawals can be confirmed for up to a maximum period of 20 years.* Since the paper used for both conventional passbooks and for the various notifications sent to customers is unnecessary, this leads to a reduction in paper usage.

* Applies to deposit and withdrawal details from March 2021 (deposit and withdrawal details prior to March 2021 can be confirmed for a maximum period of 15 months).



Online Service for Viewing Transfer Receipt/Payment Notifications

This is a service that enables customers to check transfer receipt/payment notifications and payment handling slips from 9:00 a.m. the day after the account update on an office computer, home computer or smartphone.

The feedback we have received from customers has included comments like “Being able to confirm transfer receipt/ payment notifications via the internet is convenient,” “No longer needing to store hard copies of transfer receipt/ payment notifications has made life easier.” Since transactions are confirmed via an online screen instead of informing customers in writing, this is also leading to a reduction in paper usage.

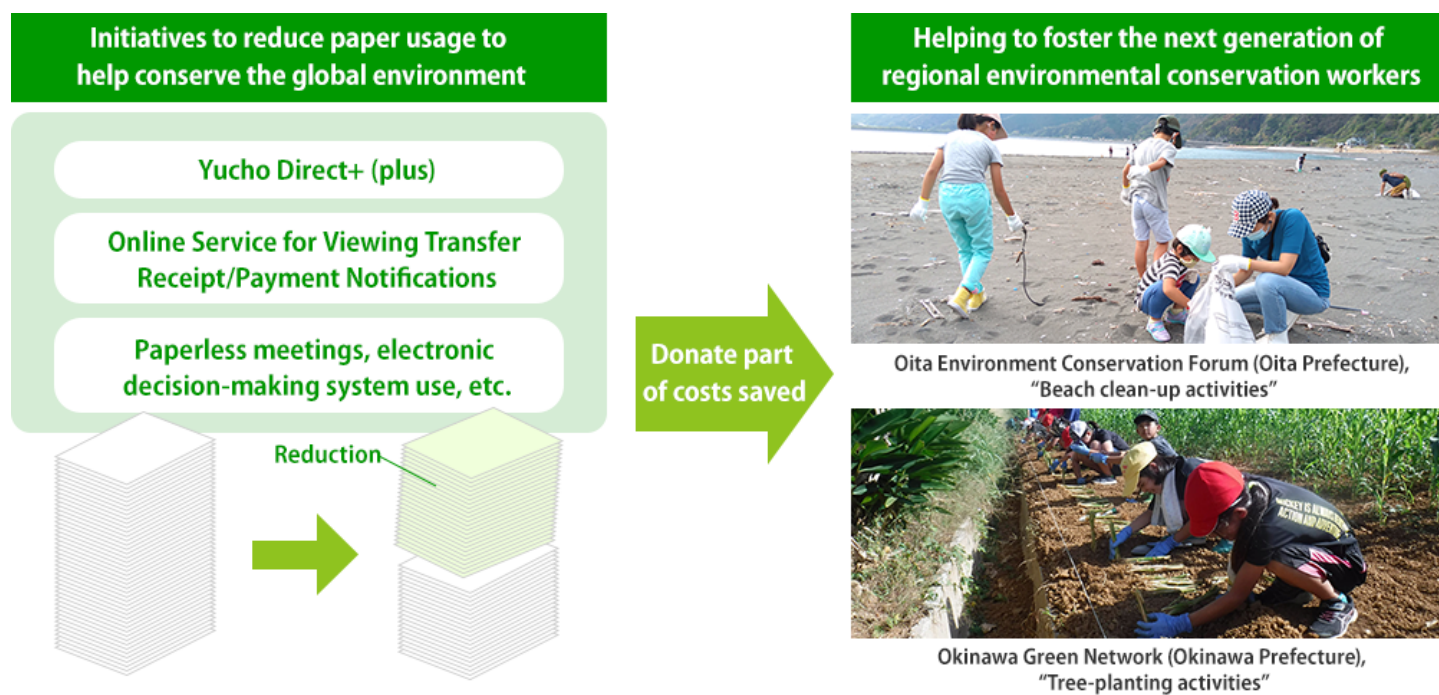


■ Donation to environmental conservation organizations (Yucho Eco-Communication)

Many customers have come to use our services that provide convenience and lead to less paper use, such as Yucho Direct+ (plus) and our Online Service for Viewing Transfer Receipt/Payment Notifications. Through “Yucho Eco-Communication,” we are donating a portion of the costs saved from this reduction in paper use to organizations throughout Japan, such as registered NPOs, who are working together with local residents to help conserve the environment. (Donations commenced in FY2018/3, totaling ¥19.5 million across 27 organizations to date.)



Yucho Eco-Communication Framework



ESG Investment Policy

▼ JAPAN POST BANK Investment Activities

▼ Contribution to the Revitalization of Local Communities in Japan

- ▼ Alignment with International Agreements
- ▼ Coal-fired Power Generation
- ▼ Other Important Sectors for Focus
- ▼ Manufacturers of Inhumane Weapons
- ▼ Stakeholder Engagement
- ▼ Governance

| JAPAN POST BANK Investment Activities

Given the importance of its social mission, JAPAN POST BANK does not make investments that are contrary to the public or social good. Moreover, the Bank invests only after sufficient care is given in assessing how the funding from investment in securities or other financial instruments will be used.

| Contribution to the Revitalization of Local Communities in Japan

JAPAN POST BANK is actively working to provide risk money to local communities in Japan with an eye toward contributing to the revitalization of those communities.

| Alignment with International Agreements

Based on adherence to international agreements such as the UN's Sustainable Development Goals (SDGs) as well as the Task Force on Climate-related Financial Disclosures (TCFD), JAPAN POST BANK promotes internationally diversified investment, but does not invest in businesses where funding is allocated to any of the following areas.

- Illegal transactions and transactions for illegal purposes
- Transactions which violate public order and good morals
- Transactions that negatively impact wetlands designated under the Ramsar Convention
- Transactions that negatively impact UNESCO-designated World Heritage Sites

- e) Transactions violating the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention)*
- f) Transactions involving the use of child labor or forced labor

* Taking into account country-specific considerations

| Coal-fired Power Generation

While promoting international diversification in investment, JAPAN POST BANK when investing in coal-fired power generation does not invest in projects centered on the building of new coal-fired power plants. However, based on the energy policies of the countries involved and international guidelines, we may invest in related projects that contribute to economic and social development, such as those focused on ensuring lower greenhouse gas emissions.

| Other Important Sectors for Focus

JAPAN POST BANK promotes internationally diversified investment and carefully considers its investment in the following sectors based on how invested funds are used.

- a) Oil and gas exploration and drilling
- b) Coal mining
- c) Businesses developing palm oil plantations
- d) Businesses involved in deforestation

| Manufacturers of Inhumane Weapons

JAPAN POST BANK promotes internationally diversified investment, but does not invest in companies involved in the manufacture of inhumane weapons, including companies manufacturing cluster bombs.

| Stakeholder Engagement

JAPAN POST BANK as a matter of basic policy aims to improve constructive communication through dialog and closer ties with all its stakeholders.

| Governance

The JAPAN POST BANK policy on governance was determined and revised based on discussions by various committees, including the management committee. We intend to regularly review our governance policy and make improvements when necessary.

Social Contribution Activities for the Environment

- ▼ Contributing to developing countries and regional environmental conservation
- ▼ Environmental Education ▼ Environmental Conservation Activities within the Group

Contributing to developing countries and regional environmental conservation

JAPAN POST BANK donates savings collected on behalf of our customers through JAPAN POST BANK Deposits for International Aid and in exchange for JP BANK Card loyalty points to the Japan International Cooperation Agency (JICA). The donations are used to help improve lives in developing countries and regions and in environmental conservation projects through the JICA Donation Fund for the People of the World.

Donations to JICA

¥40.62million

(Total donated between start date of initiative and March 31, 2020)

Environmental Education

In the fiscal year ended March 31, 2018, we published the environmental information magazine “Let’s Try Ecosavings to Protect Our Future World,” with the hope of having both children and adults alike enjoy thinking and acting on environmental issues in their daily lives. When publishing this environmental information magazine, we implement procurement in a way that considers the environment, for example by using timber from forest thinning*1, purchasing Green Power Certificates*2, and printing using vegetable oil inks.

In addition, the environmental information magazine is posted on the JAPAN POST BANK website.

- *1 Timber produced during forest thinning, an approach to reducing concentrations of standing trees that form as forests grow.
- *2 Tradable certificates that represent the environmental added-value of power obtained from natural energy. Purchasers contribute to the spread of natural energy by an equivalent degree to the amount of power listed on the certificate and are deemed to have used green power.



Environmental Conservation Activities within the Group

JP SATOYAMA Communication

In collaboration with the NPO Donguri-no-kai (Acorn Association), in October 2018 the JAPAN POST GROUP began improvement activities at Shimizuri Ryokuchi (greenway) Park, located in Hachioji City, Tokyo, under the name JP SATOYAMA Communication.

JP Children's Forest Building Movement

Since 2008, the JAPAN POST GROUP has endorsed the hands-on forest building program offered by the NPO Kodomo-no-morizukuri Suishin Network (Children's Forest Building Promotion Network), and has supported hands-on forest building activities among children attending day care centers, kindergartens, and child centers throughout Japan under the name JP Children's Forest Building Movement.

Since 2012, we have engaged in the Tohoku Recovery Green Wave, which embodies our hope for recovery of greenery damaged during the Great East Japan Earthquake.

Related Information

[JP Children's Tree-Planting Campaign](#) 

■ Exhibiting at environmental events

The JAPAN POST GROUP participated in the SDGs EXPO as part of EcoPro 2019, held at Tokyo Big Sight in December 2019, where we introduced the initiatives of each Group company aimed at achieving the SDGs.

Provision of High-quality, Customer-oriented Financial Services

▼ [Basic Stance](#) ▼ [Japan Post Group's "Commitments to Regain Customers' Trust"](#)

▼ [Customer-oriented Business Operations](#) ▼ [Provision of High-quality, Customer-oriented Financial Services](#)

I Basic Stance

Japan Post Bank aims to become “the most accessible and trustworthy bank in Japan,” guided by the needs and expectations of our customers. We aspire to provide “reliable and thorough” financial services “safely and securely” to anyone and everyone throughout Japan.

I Japan Post Group's "Commitments to Regain Customers' Trust"

Having been involved in the improper solicitation of Japan Post Insurance products, Japan Post Group will thoroughly enforce measures to prevent any possible malpractice in the future. To publicly acknowledge our determination to reestablish ourselves as a genuinely customer-oriented corporate group, we have formulated “Commitments to Regain Customers' Trust,” and all employees of Japan Post Group will act on these Commitments to regain trust from our customers.

■ "Commitments to Regain Customers' Trust"

Company we commit to becoming

- We commit to becoming a trusted company that gives individual customers utmost cares, satisfaction, and peace of mind.

Actions we commit to taking

- We will ensure that we are always customer-oriented in our business operations and will perform our work with the utmost care to deliver customer satisfaction.
- We will carefully listen to our customers and reflect their feedback to make improvements in our services.

- We will enhance our employees' expertise and provide our customers with accurate, clear explanations of our products and services.
- We will comply with laws and rules to provide our customers with reliable, high-quality services.
- We will offer products and services that can please customers and meet their needs.

Related Information

[Japan Post Group "Commitments to Regain Customers' Trust"](#) 

| Customer-oriented Business Operations

In order to actively respond to the diverse needs of our customers through services such as asset building support and our existing deposit and remittance services, Japan Post Bank adopted the “Principles for Customer-oriented Business Conduct” that were announced by the Financial Service Agency of Japan in March 2017, and in June of the same year we established our “Basic Policy for Fiduciary Duties.” We also disclose details of our initiatives concerning our customer-oriented business operations and the status of these initiatives on our website.

Related Information

▶ [Basic Policy for Fiduciary Duties](#)

■ Establishment of Service Improvement Committee

For the purpose of better promoting and putting into practice customer-oriented business operations, we have established a Service Improvement Committee—a specialized committee chaired by the President and Representative Executive Officer. Utilizing the feedback of our customers and employees, management will work to improve and enhance our products and services.

Overview

Service Improvement Committee

Chairperson: President Ikeda

Organizational Culture Reform Subcommittee

The purpose of the "Organizational Culture Reform Subcommittee" is to "enhance organizational capabilities" towards improving "customer-oriented" services. This Subcommittee is engaged in sustained organizational culture reforms that allow each individual employee to practice "customer-oriented business operations" as part of their daily work and activities.

- Teller Service, Digitalization, and Administrative Efficiency Subcommittee
- Products and Services Reform Subcommittee



Customer feedback



Employee feedback

Abstract areas

Enhancements to communications within and between organizations

- ▶ We will ensure internal dissemination of our customer-oriented management philosophy through enhanced communications between the front lines and management, among other efforts
- ▶ We will promote interactions between personnel between organizations internal to the Bank, and businesses both within and without the Group

Concrete areas

Reviews of organizations, rules, and personnel evaluations, etc.

- ▶ We will reflect customer-oriented thinking in our organizations and evaluation systems, etc.

Reviewed sales targets and personnel evaluation systems



All employees will work to realize "customer-oriented business operations," and work to make JAPAN POST BANK an even more trusted bank among our customers

Related Information

- ▶ Framework for applying customer opinions within business activities

| Provision of High-quality, Customer-oriented Financial Services

■ Support of asset building

Based on customer-oriented business operations, the bank is providing optimized services to our customers through “Face-to-face channels,” where customers can consult with their usual staff members, as well as simple, convenient, and low-cost “Digital channels.”

Along with organizing our asset-management product line-up in our face-to-face channels into products suitable for Japan Post Bank’s customer base, we will mainly promote cumulative-type investments to our beginner-level investment customers. Also, through actions such as implementing and expanding an online consultation function and the development of asset management consulting, we are striving to deliver life plans and consulting that closely centers on our customers.

In the digital channels, we are expanding our website and app-based services and maintaining an asset management platform that anyone can easily use under competitive fee levels.

■ Holding seminars

In order to answer the diverse needs of our customers, we are holding seminars helpful for understanding market trends and improving knowledge regarding finance and investing. We have opened online seminars that can be participated in from home, so that we can continue to provide information despite the challenges of COVID-19. Also, from September 2020, we made it possible to make individual consultation bookings for services such as asset management via our website at any time.

■ Expanding digital services that a wide range of customers can readily use

While putting safety and security foremost, we will expand digital services that all customers can easily use by taking advantage of our nationwide post office network. Furthermore, we are advancing the development an open, “Co-creation Platform” that actively utilizes our customer base and provides optimized services through collaborations with various business operators. Specifically, we are strengthening security measures such as the identity verification functions for our digital services, and we are working to constantly improve our user interface and experience (UI/UX) through measures such as expanding the functionality of the Yucho Bankbook App and the development of our Household Finance Consultation App. Also, through maintaining our nationwide post office network, we are guiding customers toward channels optimized for them and providing accessible digital service support.

Going forward, we will strive to increase our customer base in the digital domain and expand digital services which can be used safely and conveniently by many customers. We will achieve this through focusing on the Yucho Bankbook App and by utilizing the largest banking customer base established in Japan.

■ Development of new services that heighten convenience

We are engaging in the development of new services that will provide long-term support for the lives of our customers and create greater convenience for them. From May 2021, we began to provide an “account overdraft lending services,” “Flat 35 loans,” and “non-life insurance solicitation services.”

■ Support for foreign customers

In January 2017, we introduced compact ATMs with functions such as support for 16 languages^{*1}, and they are being installed nationwide in places including FamilyMart.

We have also created a service on our website that allows customers, before actually coming to the service desk, to use their own PC to prepare documents such as application forms required for procedures when opening a bank account. The service supports 16 languages, allowing customers without strong Japanese to easily use it.

^{*1} Limited to withdrawals for cards issued abroad.

■ Developing human resources to support our services

We are enhancing our customer services so that a wider range of customers can use Japan Post Bank. Through actions such as the training of CS (customer satisfaction) promotion leaders, training with external instructors, and watching DVDs for learning purposes, we are striving to increase our customer service skills.

We are also examining our efforts through regular reviews of our service skills by external experts, and we are applying their feedback in our improvement process. Furthermore, we are encouraging employees to participate in dementia-supporter-training, having endorsed initiatives for supporting people with dementia based on The New Orange Plan (a plan for the promotion of strategies to help dementia) established by the Ministry of Health, Labour and Welfare, in collaboration with concerned government ministries. By the fiscal year ended March 31, 2021, 15,830 employees had participated in the training.

■ Products to support customers

We are providing products and services to support our customers such as the Retirement Pension Delivery Service,^{*2} and New Welfare Time Deposits.^{*3}

^{*2} A service where staff home-deliver pension payments each payment month for customers, such as the elderly living on their own, who have difficulty in coming to a Japan Post Bank branch or a post office to receive their payments.

^{*3} With this service, we offer a one-year time deposit up to ¥3 million with preferential interest rates for recipients of certain pensions and allowances, such as the disability basic pension, the basic pension for surviving family, and child-rearing allowances, which are given to people with disabilities or surviving family members.

Related Information

▶ [Universal Services](#)

▶ [Conducting Customer Satisfaction Surveys](#)

Basic Policy for Fiduciary Duties

- ▼ 1. Establishing a corporate culture focusing on customer-oriented business operations
 - ▼ 2. Developing/Provision of High-quality, Customer-oriented Financial Services
 - ▼ 3. Providing customer-oriented information and consulting services
 - ▼ 4. Improving the system for managing conflict of interest
- ▼ 5. Fostering human resources/performance evaluations
- ▼ 6. Status update

We at Japan Post Bank aim to become the most accessible and trustworthy bank in Japan guided by the needs and expectations of our customers. With this as our management philosophy, we offer financial services to a wide range of customers through a nationwide network centered on Japan's approximately 24,000 post offices.

In addition to our long-standing services in savings and money transfer, we aim to respond actively to a wide range of customer needs, among other things by providing support for asset building. Accordingly, in March 2017, we adopted the Principles for Customer-Oriented Business Conduct published by the Financial Services Agency and in June of the same year we established our Basic Policy on Fiduciary Duties.

In line with this Basic Policy, our management team takes careful note of comments received from customers in its exercise of leadership, striving for continuous improvement and innovation in our products and services as part of our contribution to stable asset building for customers and sustainable economic growth.

1. Establishing a corporate culture focusing on customer-oriented business operations

- Our management philosophy commits us to innovating in our management and business operations in response to requests from customers and changes in the business environment, pursuing customer-oriented financial instruments and services, and increasing our specialist capabilities so as to provide services that meet the expectations of our customers. We will work to firmly implant this approach as our corporate culture and engage in initiatives to put it into practice.
- In collaboration with our business partner Japan Post Co., Ltd., we will engage in customer-oriented business operations for increased customer satisfaction.

| 2. Developing/Provision of High-quality, Customer-oriented Financial Services

- We will respond to a wide range of customer needs by working to improve the convenience of the services we provide through a network centered on approximately 24,000 post offices nationwide and our ATM network of approximately 30,000 outlets.
- As a financial institution rooted in local communities, we will work to enhance our services and facilities so that they can be used with confidence and convenience by all customers, including those who are elderly or have physical disabilities.
- Based on customer comments received by our nationwide sales offices and the Call Center, we will seek to improve and innovate in our products and services.
- In particular in the field of asset management products, we will seek to enhance our product range so that customers can select appropriate products that match their level of knowledge, experience, asset status, and purpose of purchase.

| 3. Providing customer-oriented information and consulting services

- We will offer products and services likely to benefit the interests of customers in view of their level of knowledge, needs, investment experience and other factors. In addition, before customers use our products and services, we will ensure they have a proper understanding by giving them an adequate explanation of the associated risks and other aspects.
- In particular in the field of asset management products, to assist customers with investment decisions and product selection, we will provide clear information for each product or service on the associated fees and other data and give careful relevant explanations.
- When there are major changes in the asset management environment, we will provide information on market conditions, product management status, and other factors to assist customers with investment decisions as part of a timely and dedicated follow-up service.
- We will respond to diverse customer needs in asset management and other areas by providing materials, arranging seminars, and providing other support to help them improve their knowledge of finance and investment and understand market trends.

| 4. Improving the system for managing conflict of interest

- To ensure that the customer interest is not exposed to unfair prejudice, we will ensure comprehensive management of conflicts of interest relating to customer transactions.

| 5. Fostering human resources/performance evaluations

- To provide accurate consulting and reliable office services in response to diverse customer needs in asset management and other areas, we will foster staff equipped with the specialist knowledge to enable them to carry out their duties appropriately.
- So that each individual employee acts with the customer as the foremost priority, we will include efforts to improve customer service and similar considerations in our evaluation of employee performance.

| 6. Status update

- We will regularly assess the status of activities based on this policy and publish the results.
- To deliver high-quality products and services responsive to customer comments and changing market environments, this policy will be reviewed regularly.

Universal Services

▼ [Basic Stance](#) ▼ [Secure Facilities and Services](#)

| Basic Stance

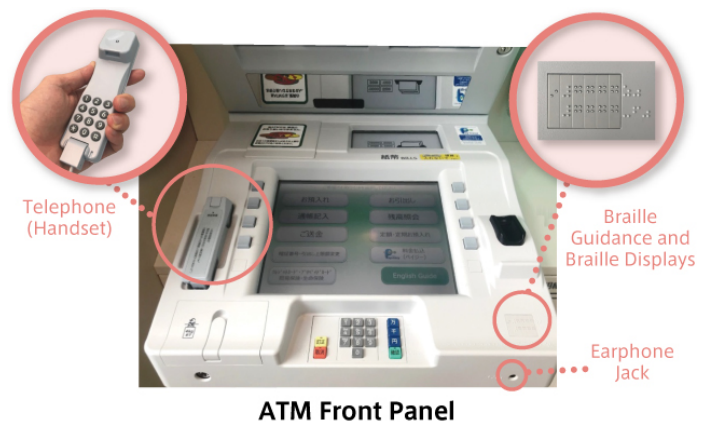
Japan Post Bank strives to create branches with facilities that can be used securely by all customers, continuing its efforts to provide greater convenience for customers with disabilities.

| Secure Facilities and Services

■ ATMs with Support for Visually Impaired Customers

The Bank provides ATMs with voice guidance and braille support for visually impaired customers.

- **ATM Telephone (Handset):** Customers use the handset's keypad and receive operating instructions through voice guidance.
- **Braille and Braille Guidance Displays:** In addition to having braille to indicate bankbook and card insertion slots, as well as operating buttons, ATMs are equipped with small protruding braille displays that show important information such as transaction amounts.
- **Earphone Jack:** Customers can use their own headphones via the earphone jack to listen to more detailed voice guidance on information such as transaction amounts.



■ ATM Screen Design

In January 2017, the Color Universal Design* concept was adopted to create an ATM screen design that can be easily seen by many customers.

* A design adopting colors so that as many people as possible can easily see it, regardless of individual differences in color perception.



■ Support Tools for Physically Challenged Customers

So that all customers can use our facilities with ease, we have placed support tools for physically challenged customers such as ramps that eliminate steps, as well as handrail support and brail walkway blocks at the entrances of our branches. Inside the branches we provide crane holders and wheelchairs, and writing surfaces that can be used while seated. At our counters, “Ear Mark” symbols for the hearing impaired are displayed where writing devices are located, and we are assisting customers through writing communication.



Crane holders



Wheelchairs



Ramps



Sign for hearing loss



Writing devices

■ Braille Cash Card Support

We issue bankbooks, deeds, and cash cards with braille. We also provide various notifications with braille characters such as those for ordinary deposits, TEIGAKU (fixed-amount) deposits, and time deposits.

■ Signing and Stamping on Someone's Behalf

For customers who have difficulty with signing or stamping, the Bank permits a representative such as a family member visiting the branch with them to act on their behalf.

■ Improving Website Accessibility

To improve web accessibility, we have made Japan Post Bank website compliant with Level A of the Japanese Industrial Standards "Guidelines for older persons and persons with disabilities—Information and communications equipment, software and services—Part 3: Web content (JIS X8341- 3:2010)."

■ Discounted Transfer Fees at the Counter

By presenting their physical disability certificate when using transfer services at teller windows, visually impaired customers are entitled to a discounted counter fee, equivalent to the ATM rate. Note that this is limited to transfers in the customer's name, at branches with ATM facilities.

Service Overview

Target	Visually impaired customers who hold physical disability certificates. Note: The discount is applied regardless of the level of disability. Note: Transfers requested by representatives are excluded.
Eligible Services	Regular payments (including forms bearing the Pay-easy logo) Note: Limited to transactions in which fees are incurred by the sender. Wire transfer (between Japan Post Bank accounts) Bank transfer (to an account at a different financial institution)
Participating Branches	Japan Post Bank branches and post offices throughout Japan. Note: Limited to branches with ATMs (branches without payment ATMs can only perform wire transfers or bank transfers, as they do not handle regular payments). Note: Simple post offices (kan'i yuubinkyoku) do not perform bank transfers; only regular payments and wire transfers are possible.

Counter fees for visually impaired Customers

Transfer type	Fees	
	Payment amount	
	Less than ¥50,000	¥50,000 or more
Regular payments	¥152 <¥71>	¥366 <¥285>
Regular payments (forms bearing the Pay-easy logo)	¥61	¥285
Wire transfers (between Japan Post Bank accounts)	¥100	
Bank transfers (to an account at a different financial institution)	¥220	¥440

Note: The figures inside the brackets represent the fees for using the MT service.

■ Consultation Service for Customers with Disabilities

The Bank has created a consultation service that can be accessed via an online form for customers who are unable to use telephones due to disabilities, such as customers with hearing and speech impediments.

Customer Protection

- ▼ Providing Customer-oriented Information and Consulting Services
- ▼ Privacy Protection Measures
- ▼ Security for Cashless Payment Services
- ▼ Prevention of specific cases of fraud such as bank transfer scams

| Customer Protection

The Bank has taken measures to protect customers so that they are able to use our services securely.

■ Providing Customer-oriented Information and Consulting Services

In 2019, the Bank announced that a violation of its internal rules took place involving negligence in obtaining administrative approval for “pre-solicitation” in regard to the sale of investment trusts to elderly customers over seventy years of age. In response to the incident, we have reestablished our focus on being a customer-oriented business and are continuing to implement initiatives that allow our customers to use our services more securely.

Employee Training

We view ensuring customer-oriented business operations and compliance (such as observing laws and regulations) as an important management issue and we are conducting compliance training for all employees.

In FY2021/3, we strengthened our training for customer satisfaction (CS) aimed at our elderly customers. Specifically, we carried out training on how to provide service for elderly customers for our CS Promotion Leaders working at each of our branches. We also outlined points on providing customer service to the elderly for employees such as those who will become financial consultants. Explanations on the purpose of rules concerning investment trusts for the elderly were also added to our various types of training for employees responsible for the sale of these services, and we expanded the contents of the training. To ensure proper conduct, we also implemented methods such as training via e-learning about the appropriate sale of investment trusts.

Expansion of customer sales tools

In FY2021/3, we revised the contents of our pamphlet for elderly customers so that they could more securely purchase asset management products.

Specifically, in addition to amending the pamphlet's information so that elderly customers could better understand the necessity of asset management, we made changes to the design such as enlarging characters so that they could be more easily visible for elderly customers.

Implementation of follow-up services

Since FY2020/3, JAPAN POST BANK and Post Office employees have continued to provide follow up services for all elderly customers using investment trusts.

Introduction of Senior Life Advisors

To provide high-quality and courteous service to our elderly customers, we are trialing the placement of "Senior Life Advisors" at some of our direct branches, and considering the expansion of the initiative in the future.

Reviewed sales targets and personnel evaluation systems

In order to advance customer-oriented sales, in FY2022/3 we thoroughly revised sales targets and personnel evaluation systems so that they would place greater emphasis on "sales quality" over "sales results," and "customer-oriented perspectives" over "product-oriented perspectives."

Reviewed sales targets and personnel evaluation systems



Strengthening customer-oriented business operations

To thoroughly implement customer-orientated business operations, in FY2020/3 we formed the Service Improvement Committee, chaired by the President and Representative Executive Officer. Furthermore, in FY2021/3 we organized a management system for customer service by establishing the Customer Satisfaction Department, which is responsible for the centralized reception of customer complaints and inquiries.

Related Information

▶ [Establishment of Service Improvement Committee](#)

■ Privacy Protection Measures

Having recognized that protecting personal data, including specific personal information and Individual Numbers is vital to offering services that can achieve a high degree of customer satisfaction, the Bank has established a privacy policy and conducts business operations based on this policy.

We have also put in place regulations for the protection of personal information and formed an appropriate management system, conducting regular training sessions for all employees on protecting personal information..

Related Information

▶ [Privacy Policy](#)

■ Security for Cashless Payment Services

Responses to the fraudulent use of cashless payment services

In September 2020, the Bank announced the occurrence of incidents involving financial damage caused by the fraudulent use of its immediate transfer services and “mijica,” which are part of the Bank’s cashless payment services.

In regard to the immediate transfer services, an unauthorized third party opened a payment service account and linked it with a number of customers’ bank accounts to perform illegal transfers.

In regard to mijica, a third party logged into the mijica members’ online accounts without authorization and illegally transferred funds to their own mijica card from the customers’ mijica cards.

The below measures have been taken in regard to the incidents.

Responses to the fraudulent use of immediate transfer services

- Suspension of immediate transfer services to some payment service providers.
- Notifications for transaction confirmations and other such actions have been provided to approx. 5.5 million customers with accounts registered with payment service providers.
- Introduction of a two-factor authentication system for when registering bank accounts with payment service providers.
- All customers who have incurred financial damage have received full compensation.

Responses to the fraudulent use of mijica cards

- Money transfer functions for all mijica cards (Visa debit/prepaid card), as well as new registrations and the use of the member website and smartphone apps have been suspended.
- Warning notifications were sent to all mijica members.
- Screening has been conducted for all transfers between members.
- All customers who have incurred financial damage have received full compensation.

Security Review Task Force

In light of fraudulent transactions occurring in cashless payment services, the Security Review Task Force was established in FY2021/3, under the direct supervision of the President and Representative Executive Officer. The task force performed in-depth security reviews that included cashless payment services that the Bank provides other than immediate transfer services and mijica.

Scope of Review

- Yucho Pay
- Immediate transfer services and interactive immediate transfer services.
- mijica
- JP BANK CARD (credit card)

Enhanced security measures for immediate transfer services implemented by the Security Review Task Force

- Establishment of a monitoring system for account registrations.
- Notification letters are sent to customers following the completion of their account registration.
- Introduction of a two-factor authentication system (IVR authentication) for payment service providers and the establishment of a monitoring system for transfers.
- In the event that letters requesting confirmation of fraudulent transactions fail to deliver due to reasons such as unknown addresses, account registrations are temporarily revoked.

Reopening services

For its immediate transfer services, the Bank has complied with the required items established by the Security Review Task Force and has implemented enhanced security measures. It has also completed compliance with the guidelines of the Japanese Bankers Association and the Japan Payment Service Association. Since January 2021, the Bank has gradually reopened services to payment service providers whose completion of the compliance required by the guidelines of the Japanese Bankers Association and the Japan Payment Service Association has been confirmed by the Bank.

In regard to mijica, as some required items established by the Security Review Task Force have not been complied with or the results are unsatisfactory, some mijica card functions have been removed and a transition to new cards with functions limited to those that have been confirmed as having no security issues has been planned.

The transition to these cards is planned to take place during FY2023/3.

Governance Review and the Establishment of Governance Systems

The Audit Committee has reviewed and made recommendations on the establishment and operation status of the governance systems related to the fraudulent use of cashless payment services, which was announced in September 2020. In addition, the JP Reform Execution Committee, which has been established by the four companies of the Japan Post Group and is comprised of external experts, has released results from reviews concerning the Bank's governance and has made proposals for improvements to help strengthen it.

Based on these recommendations, the Bank has formed a system to allow for the centralized management of customer complaints and inquiries, covering from their reception to their resolution. As part of this system, steps were taken such as the creation of the Customer Service Management Department in January 2021, and the establishment of the Consultation Desk for Damages due to Cashless Services in March 2021. Furthermore, in April 2021 we established the New Product and Service Assessment Subcommittee (Marketing/Operation) and the IT System Risk Subcommittee as branches of the Risk Management Committee, in order to strengthen the Bank's security systems and security checks that are in place at the time of and after the introduction of new products and services.

■ Prevention of Specific Fraud Cases Including Bank Transfer Scams

The Bank cooperates with the police and takes various measures to ensure customers are protected from financial damage relating to bank transfer scams and other types of fraud. Also, based on the Criminal Accounts Damages Recovery Act,^{*} funds in accounts used for crime are seized and distributed to customers who have been affected in accordance with the amount of financial damage.

^{*} Act on Damage Recovery Benefit Distributed from Funds in Bank Accounts Used for Crimes, enacted June 2008.

Measures for the prevention of special fraud cases

- Strengthening of screening when accounts are opened, including the refusal to open accounts for people with a history of fraudulent account use.
- Freezing accounts and denying the opening of new accounts for persons whose names match those appearing in the “frozen account holder list,” which is provided by the police and lists accounts used in the past for crimes such as bank transfer scams and investment fraud.
- Distributing warning flyers and displaying warnings on ATM screens. (In the event that we receive a deposit or refund that we suspect is part of a bank transfer scam, we explain the situation to the customer and request an explanation by the police.)
- Recommending customers reduce the maximum withdrawal limit on their accounts.

Response to Disasters, Accidents and COVID-19

▼ [BCP initiatives and response to COVID-19](#) ▼ [Disaster victim support](#)

| Response to Disasters, Accidents and COVID-19

Japan Post Bank takes measures to prepare for natural disasters, accidents and other emergencies. It is also working to support victims during disasters through initiatives such as providing transfers for donations free of charge, and its nationwide network of branches and Post Offices contributes greatly to the setting up of donation counters.

■ BCP initiatives and response to COVID-19

Japan Post Bank has formulated a business continuity plan (BCP) to prepare for crises such as natural disasters, developed a crisis management system, and conducts crisis response training at least once a year.

Furthermore, to respond to the spread of COVID-19, we have implemented various measures based on the management policies of the Japanese government, so that we can continue our work while ensuring that protecting the health and safety of our employees and customers remains our highest priority.

In FY2021/3, facing the increasing spread of the COVID-19, the Japan Post Group donated ¥100 million to the Japanese Red Cross Society to support the activities of medical workers and efforts to prevent the spread of the virus.

Countermeasures to stop the spread of COVID-19

- Installation of vinyl curtains in branches
- Requesting customers refrain from visiting branches to make non-essential and non-urgent transactions
- Implementing a rotating shift system, staggering commuting times, working from home, etc.
- Conducting workplace vaccination programs

Related Information

- ▶ [Introduction and Expansion of Telecommuting \(Working from Home, etc.\)](#)
- ▶ [Response to Pandemic Infectious Diseases](#)

■ Disaster victim support

For people who have lost their savings account bankbooks, certificates or personal seals as a result of a natural disaster, we will allow them to withdraw funds up to ¥200,000 from their ordinary savings accounts, etc. Moreover, we offer a free money transfer service for disaster relief donations to the Japanese Red Cross Society, community chests, and local governments, among others, for the purpose of supporting victims.

Number of disaster relief donations received in FY2021/3 at Japan Post Bank branches and post offices: 114,000 donations (2.8 billion yen)

Number of organizations receiving free money transfers for disaster relief donations (as of June 7, 2021)

Beneficiary	No. of Organizations
Tornado disaster in Makinohara, Shizuoka Prefecture, on May 1, 2021	1
Large-scale fire in Matsue, Shimane Prefecture	2
Landslide in Itoigawa, Niigata Prefecture, 2021	1
Disaster caused by heavy rains in July 2020	5
COVID-19	7
Shurijo Castle fire	1
Disaster caused by the Hokkaido Eastern Iburi Earthquake in 2018	2
Disaster caused by heavy rains in July 2018	21
Disaster caused by heavy rains starting on July 5, 2017	2
Disaster caused by earthquakes in the Kumamoto region of Kumamoto Prefecture in 2016	1
Disaster caused by heavy rains from Typhoon No. 18 of 2015	1
Great East Japan Earthquake (off the Pacific coast of Tohoku region in March 2011)	4
Total	48

Vitalization of Regional Economies

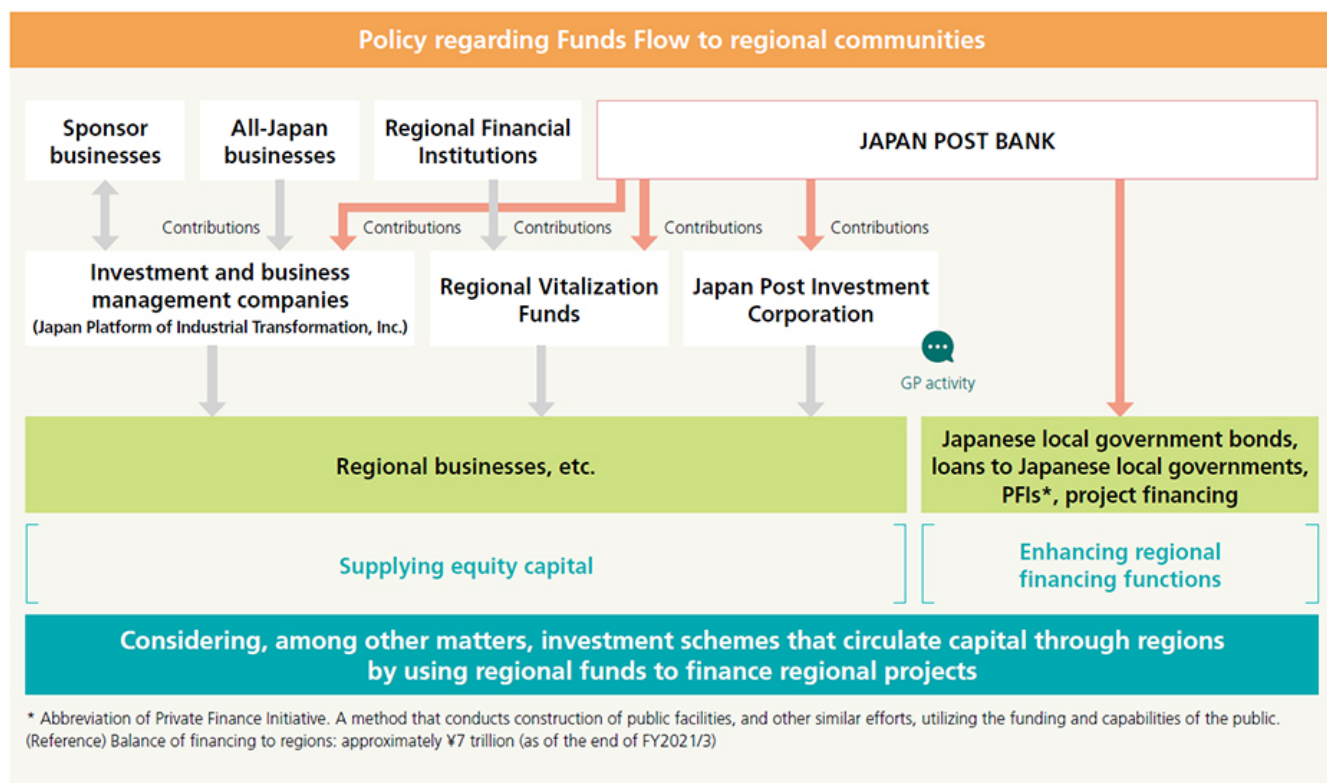
▼ [Basic Stance](#) ▼ [Funds Flow to Regional Communities](#) ▼ [Regional Financial Platform](#)

| Basic Stance

As a community-based financial institution, Japan Post Bank considers its relationship with local communities to be extremely important. We will contribute to the vitalization of regional economies and the development of Japan's economy by working to provide funds flow to regional economies and addressing the unique financial needs of each community, while passing down the traditions we have built up alongside people in the community.

| Funds Flow to Regional Communities

In order to direct the important funds of our customers to local communities, we are working to contribute to the vitalization of regional economies by supplying funds through various frameworks. In addition to supplying equity-type funds through regional vitalization funds, we also address the needs of risk money in the community through Japan Platform of Industrial Transformation, Inc. (JPiX) and Japan Post Investment Corporation.



Overview of Regional Vitalization Funds (As of March 31, 2021)

Name of Fund	Year/month of participation	Name of Fund	Year/month of participation
1 Kyushu Wide Area Reconstruction Assistance Investment LP	2016/7	18 Aomori Bank Regional Vitalization LP	2019/3
2 KFG Regional Enterprise Support Investment LP	2016/11	19 Capitalization of Tourism Heritage Investment LP	2019/6
3 Hokkaido Growth Companies Support Investment LP	2016/11	20 Regional Next-generation Industry Accelerate Investment LP	2019/7
4 Chubu / Hokuriku Region Vitalization Investment LP	2017/4	21 Regional Companies Value Up Support Investment 1 LP	2019/7
5 Shiga Bank Core Business Support Investment LP	2017/6	22 Growth Support Investment Project No.1 LLP	2019/7
6 Toho Business Succession Investment LP	2017/8	23 Ant Bridge No.5-A Private Equity Secondary Investment Fund, LP	2019/9
7 Kyushu Setouchi Potential Value Investment LP	2017/10	24 Kiraboshi Capital-Mercuria Investment LP for the Investment Business	2019/10
8 MIYAKO Kyoto University Innovation LP	2017/11	25 Akita City SME Promotion Investment LP	2019/11
9 MBC Shisaku 1 LP	2017/12	26 Towa Regional Activation Investment LP	2019/11
10 Michinoku Regional Vitalization Investment LP	2018/3	27 Furusato Renkei Ouen Fund, L.P.	2020/1
11 Fukui Future Business Support Investment LP	2018/3	28 East Japan Typhoon Reiwa 1 and COVID-19 Recovery Support Investment LP	2020/1
12 Ehime Regional Vitalization Investment LP	2018/3	29 Kansai Innovation Network Investment Limited Partnership	2020/4
13 Healthcare New Frontier Investment LP	2018/8	30 Kansai and Chubu Regions Recovery Support Investment Limited Partnership	2020/7
14 Tokyo SME Support 2 LP	2018/8	31 MIYAKO Kyoto University Innovation II L.P.	2020/10
15 Succession Investment LP, I	2018/10	32 Dogan Regional Value Fund	2020/12
16 TOKYO Relationship No.1 Investment, L.P.	2018/12		
17 Kyoto-University-Venture NVCC No.2 Investment LP	2019/3		

Overview of Major Regional Finance Projects (As of March 31, 2021)

Finance project name	Schemes	Project period
1 Tottori Prefecture hydroelectric plant re-improvement and operation business	PFI	2020/7
2 Tochigi Prefecture Comprehensive Sports Zone East Area Development Project	PFI	2020/8

Regional Financial Platform

By cooperating with regional financial institutions, we will act as a “regional financial platform” to respond to financial needs suited to the actual conditions of each region, by utilizing Japan Post Bank's ATM network and aggregation of operational processes, among other efforts.

■ Use of JP Bank's ATM Network

Utilizing our network with the largest number of ATMs nationwide, we will promote the platforming^{*1} of our ATMs through tie-ups with regional financial institutions throughout Japan.

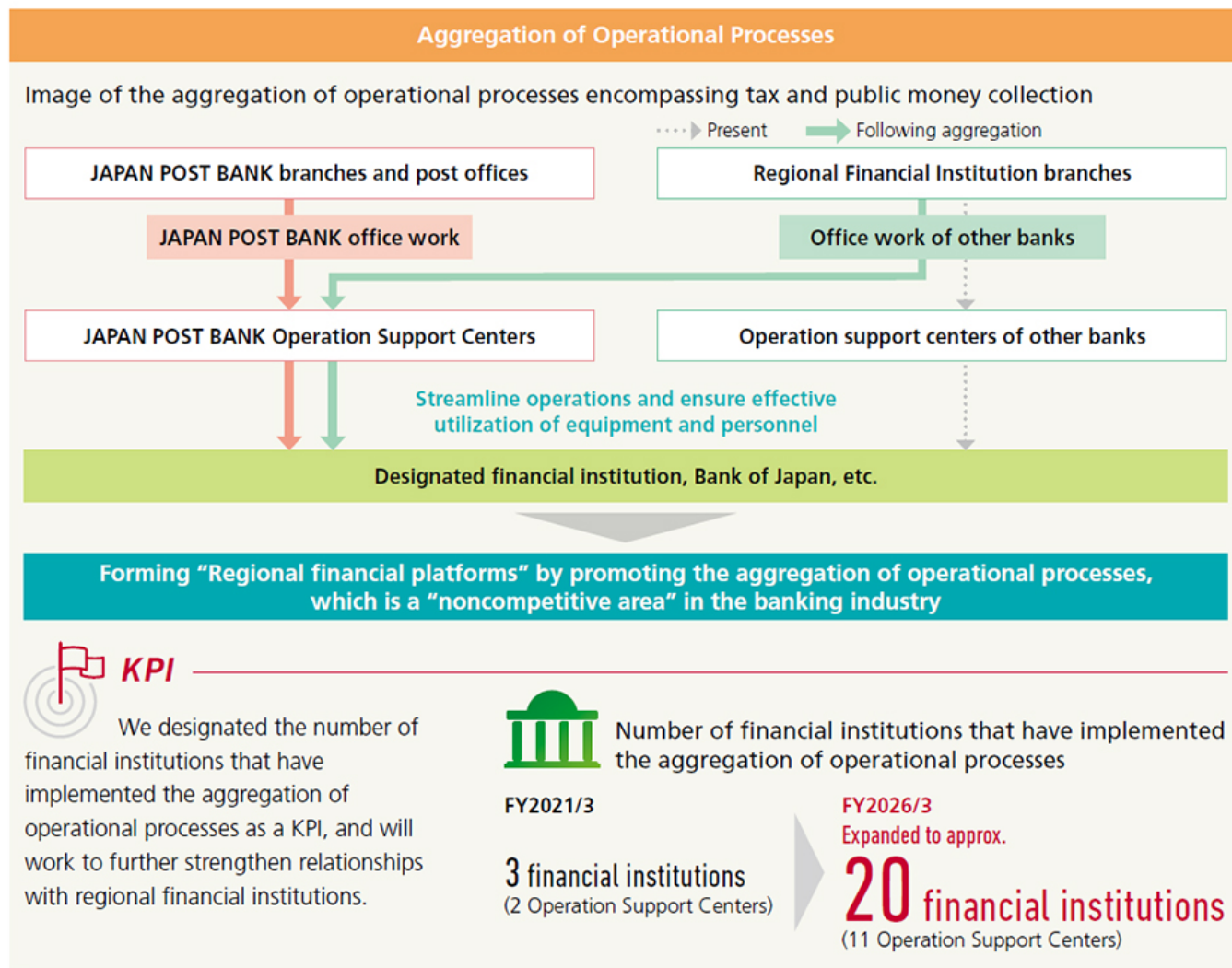
^{*1} A partnership arrangement for waiving fees when an ATM card of a regional financial institution is used at a JP Bank ATM. Terms and conditions for waiving fees are set by each financial institution.



* A partnership arrangement for waiving fees when an ATM card of a regional financial institution is used at a JP Bank ATM. Terms and conditions for waiving fees are set by each financial institution.

■ Aggregation of Operational Processes

We will advance the aggregation of each respective financial institution's operational processes by utilizing the excess capacity of the 11 Japan Post Bank Operation Support Centers.



■ Enhancing the regional relationship functions

In order to enhance our efforts regarding our mission of "contributing to the development of regional community economies," and to advance ESG management, we newly established the Regional Relations Division in April 2021.

■ Promoting Transactions with Local Governments

To contribute to the vitalization of regional economies, the funds entrusted by local customers are returned through the Bank's investment management operations in the form of local government bonds and local government loans.



Relationship with Regional Communities

Caring about towns all over Japan: Production of JAPAN POST BANK Machiomoi Calendar

Starting with the 2013 edition, we have published the JAPAN POST BANK Machiomoi Calendar. Its catchphrase is Machiomoi wa hitomoi (“caring about a town is caring about its people”), which expresses our commitment to being a familiar, accessible financial institution rooted in the community.

The calendar makes everyone who sees it recall their hometown with a feeling of warmth and nostalgia.

The calendar is distributed at JAPAN POST BANK branches and JAPAN POST offices nationwide and sent to residential care homes for children.



JAPAN POST BANK 2021 Machiomoi Calendar, which breaks Japan’s 47 prefectures into four regions

■ Support for artists with disabilities

To support the independence of persons with disabilities, the Japan Post Bank provides opportunities for artists with disabilities to display their amazing talent. We contribute to the sustainable development of generous societies that recognizes and accepts diversity.

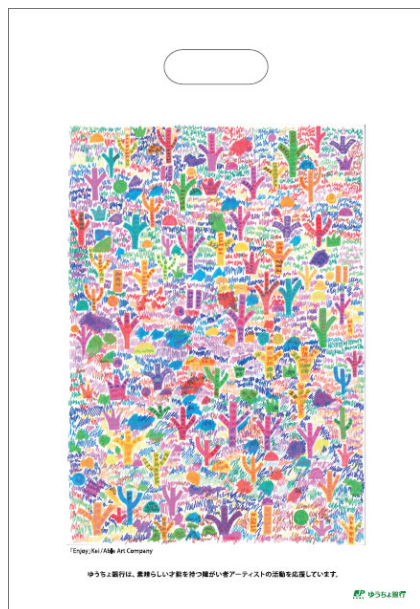
Design and distribution of original items based on the works of artists with disabilities

We have designed original polyethylene (PE) bags* based on the works of artists with disabilities, and we are distributing them at Japan Post Bank counters and other locations.

By giving them to customers at our branches nationwide, we aim to help people become aware of the activities of artists with disabilities.

* The bags are produced from biomass film, which contains at least 25% biomass-derived material and has received the Biomass Mark indicating certification by the Japan Organics Recycling Association for contribution to the prevention of global warming.

As the thickness of the bags is 50 micrometers (0.05 millimeters) or more, they are environmentally friendly bags that are ideal for repeated use.



Name : Enjoy

Artist : Kei

(affiliated with Able Art Company)

About the Artist's Work :

I created this picture to imagine a savannah. But this is not just a savannah. I created a lively scene filled with trees and grass, present in bold colors throughout the canvas.

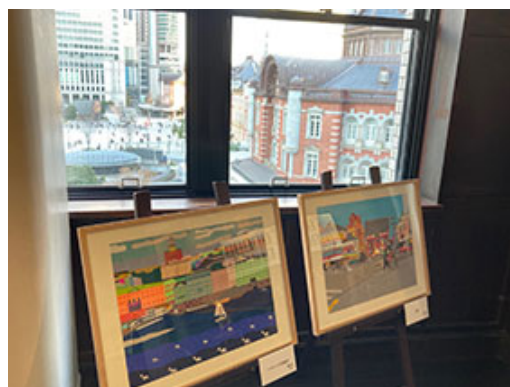
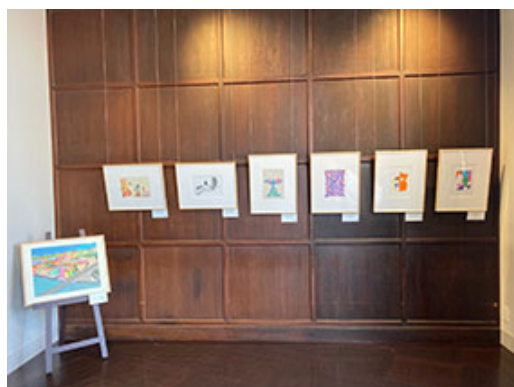
I did my best to make the images bright and positive to communicate a message that there are great things ahead and that we should also enjoy the present!

Fifth Edition Distributed in 2020

Exhibition at KITTE (Marunouchi) Held in December 2020

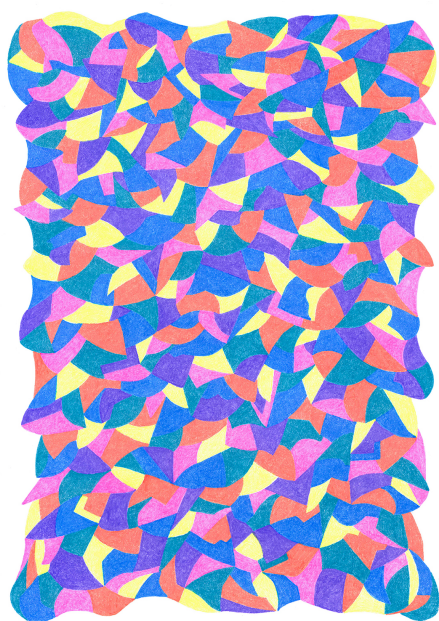
We exhibited the works of artists with disabilities (nine works) at KITTE on December 27 and December 28, 2020, providing a space to promote multiple artists and their art.

(Held on the same day as the Piggy Bank Design Contest exhibition)



Exhibited Works

Three of the nine artworks exhibited are shown below.



Name : Colors and shapes

Artist : Kei



Name : Asakusa

Artist : Takashi Fujihashi



Name : Dog, dog, cat

Artist : Wancha

■ Other activities

Participating in regional festivals	The JAPAN POST GROUP cooperates and participates in the Aomori Nebuta Festival, Yamagata Hanagasa Festival, and Awa Odori Dance Festival.
Sponsoring regional events	We support and cooperate with non-profit social and cultural activities conducted by organizations that serve the public interest, with the purpose of contributing to regional communities.
Sponsoring regional revitalization awards	We support and cooperate with the goal of honoring and assisting organizations that work to restore and vitalize regional communities.
Sponsoring the Tokyo Philharmonic Orchestra	We support and cooperate with various activities conducted by Japan's oldest orchestra that contribute to the creation of a rich society through the power of music, including children's education, international exchange, and disaster area support.
Accepting university interns	We accept university interns and offer project planning experiences.

Fostering the Next Generation Human Resources

▼ [Financial Education](#) ▼ [Piggy Bank Design Contest for children](#)

Nurturing the next generation is a challenge shared by all regional communities. Various money troubles involving youth have emerged amid the spread of credit cards and e-money. JAPAN POST BANK believes that our responsibility as a financial institution is to help improve financial literacy as a step toward solving these problems. We will contribute to the future of regional communities by helping to raise children through financial literacy education programs that harness our expertise as a financial institution.

| Financial Education

The Japan Post Bank offers financial education to elementary and junior high school students at schools and other locations. We use educational materials developed in-house to teach the importance and appropriate management of money, helping children develop a proper sense of money.

Related Information

▶ [Financial Education](#)

| Piggy Bank Design Contest for children

Our children are the future leaders of society. The Japan Post Bank Piggy Bank Design Contest aims to encourage children to stretch their creative muscles and design piggy banks, generating greater interest in savings. Started in 1975 to commemorate the 100th anniversary of the bank, this competition enjoys a long and storied history.

Related Information

▶ [Piggy Bank Design Contest for children](#)

Financial Education

▼ [Basic Stance](#) ▼ [Financial Education Initiatives](#) ▼ [Original Textbooks](#)

| Basic Stance

With economic globalization and the spread of electronic money, there has been considerable change in the financial environment surrounding children, and against a background of youths encountering financial trouble, demand for financial education is growing from all quarters of society.

As a financial institution that is deeply rooted within regional areas, Japan Post Bank believes that it is its social responsibility to teach the children growing up freely in these areas about the importance of money and how to treat it properly.

| Financial Education Initiatives

Japan Post Bank has conducted financial education classes for elementary and junior high school students since FY2015/3. Over 500 classes were conducted in the seven years between the commencement of the program and FY2021/3.

■ Visiting Lessons

Japan Post Bank employees are visiting elementary and junior high schools in order to conduct lessons to teach students about money and other topics in an easy-to-understand manner. If you or your organization is interested in this service, please contact your nearest Japan Post Bank or Post Office. A video that introduces the Financial Education Classes in more detail is available through the link below.



Financial Education Classes (visiting lessons)

Original Textbooks

In our Financial Education program, we are utilizing our proprietary teaching material *Okane no Chishiki* (“Money Knowledge”), to communicate to students in a clear manner the importance of money and how to manage it properly. In FY2021/3, we produced texts that can be used together with the original textbook, including *Denshi Money Nado* (“Electronic Money etc.”) and *Yuushi to Toushi* (“Financing and Investment”), which was produced with the assistance of the Japan Sustainability Investment Forum.

Original Textbook *Okane no Chishiki*



Supplementary textbook *Yuushi to Toushi*



Supplementary textbook *Denshi Money Nado*



Piggy Bank Design Contest for children

▼ [Competition Overview](#) ▼ [Exhibitions Held Throughout Japan](#) ▼ [Inquiries](#)

Competition Overview

Our children are the future leaders of society. The Japan Post Bank Piggy Bank Design Contest aims to encourage children to stretch their creative muscles and design piggy banks, generating greater interest in savings. Started in 1975 to commemorate the 100th anniversary of the bank, this competition enjoys a long and storied history.

Each year, more than half of the elementary schools in Japan submit entries for the contest. After selections in each school, the competition conducts an initial judging (via photos) and a final judging (using actual works) before determining the winning entries.

For each entry, Japan Post Bank donates 10 yen to the Japan Committee for UNICEF, the Japan International Cooperation Agency (JICA), and JOICFP. The donations are used in support activities for children suffering from poverty and illness in developing countries.



Exhibitions Held Throughout Japan

Each year, the Japan Post Bank hosts exhibitions of prize-winning works in various locations throughout Japan, attracting numerous visitors, including winners and their families. Piggy bank making workshops and other events are also held at each exhibition site, making for the event fun for all ages.

* We are implementing measures to combat the spread of COVID-19 infections. Accordingly, we have temporarily suspended certain events that involve close-contact settings.



Exhibition



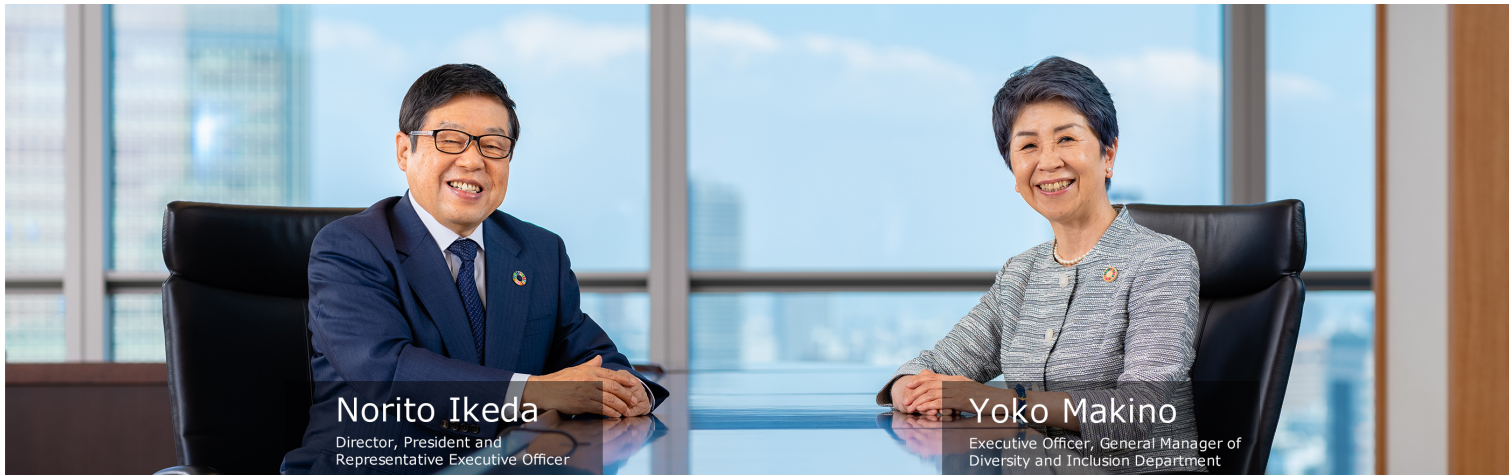
Basic Stance (Human Resource Strategy)

| Basic Stance (Human Resource Strategy)

The external environment is marked by persistent low interest rates and a shrinking working population leading to increasing difficulties in the securing of human resources. Against this backdrop, we are supporting stable profit growth from a human resources perspective by appointing personnel based on their ability and performance, without being constrained by a focus on seniority and years served.

Specifically, we are working on initiatives that include the strategic assignment of human resources, customer-oriented business operations, the securing of human resources for specialized fields, the advancement of diversity management, and personnel exchanges within the Bank's organizations, Group companies, and with external organizations.

In addition, to allow us to be an organization with the flexibility to adapt to change, we are strengthening our human resources development initiatives, shifting away from the uniform training system for all employees that has been adopted so far to one that can nurture the talents of each individual.



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Officer Dialogue Session

Japan Post Bank's diversity strategy

Japan Post Bank established the Diversity and Inclusion Department that reports to the Executive Officer in charge. Since then, we have implemented a variety of measures for increasing diversity, including empowering women in the workplace. Norito Ikeda, Director, President and Representative Executive Officer, and Yoko Makino, Executive Officer, General Manager of the Diversity and Inclusion Department, sat down to look back on the progress made to date and explain future policy and strategy.

▼ [Recognition of diversity](#) ▼ [Looking back on previous initiatives](#) ▼ [Targets and policies for the future](#)

Recognition of diversity

Diversity is vital to the sustainable company growth in the middle of a changing society

Makino: Initiatives for diversity and inclusion took off across Japan and at Japan Post Bank following the establishment of the Act on the Promotion of Female Participation and Career Advancement in the Workplace in 2015.

This Act has mainstreamed initiatives for increasing women in managerial positions, developing a workplace environment conducive to work-life balance, and encouraging men to take childcare leave. While it is important to implement these individual responses, perhaps more important is having the recognition that diversity is vital to a company's growth. A company acts as a living organism. Even from the standpoint of sustainability, today is a time when we need to prepare for various unexpected risks. I don't think a company can survive today or in the future without securing diversity.

Ikeda: You are exactly right. Looking back on Japan's post-war history, a social model formed where men were the main workforce primarily in the construction and manufacturing industries and women were responsible for chores and childcare as homemakers. This made it possible to maintain a high level of productivity in all aspects of society, including companies and government, giving rise to Japan's economic miracle. However, over the past 30 years or so, Japan's social structure and corporate management born from this miracle have reached an impasse. Changes in economic and financial environments, advancements in IT, and transformation of industrial structure from globalization have completely changed corporate management and human resources development.

These changes are likely to accelerate further in the future. To make the correct management decisions and create innovation, a company must hire and promote a diverse workforce and incorporate their various knowledge and skills into management. Using the example of customer service, Japan Post Bank has teller windows in every corner of Japan to carefully address the individual needs of its diverse customer base. I recognize that an important task of management will be to maintain a diverse workforce that can address these needs and continuously foster a culture that respects this diversity.



Looking back on previous initiatives

Transforming our mindsets by encouraging managerial employees to change the way they think

Makino: Japan Post Bank launched its initiatives for diversity in FY2017/3. Since then, we have done a number of things, including promoting women's empowerment, hiring people with disabilities and promoting inclusion of the LGBT community. Particularly, we have focused on changing the way our managerial employees think. Specifically, we have promoted the development of Ikubosses* through training and other means. In other words, I recognized that changing supervisors, who came up in organizations managed according to the methods established in Japan's period of high economic growth, is vital to transforming our corporate culture and the entire organization's mindset. Actually, the employee survey conducted in fiscal 2021 revealed that 70% responded "there has been positive change in my supervisor." This shows we have made great strides.

As a result of these activities, the ratio of women in managerial positions is steadily increasing, rising to 15.7% as of April 2021, compared to 10.9% in 2016. The ratio of employees with disabilities remains at 2.74% (as of June 2020) which is much higher than the statutory requirement of 2.3%. Also, we have received the top rating of gold on the PRIDE Index three years running. This index evaluates companies' efforts toward inclusion for the LGBT community.

* An Ikuboss(or "New-era" Boss) is a manager/an executive who (a) considers his/her staff's work-life balance and supports their career, (b) achieves his/her organization's business targets, and (c) enjoys his/her own life outside of work.

Ikeda: Although not a numerical achievement, the Yucho Diversity Forum comes to mind when looking back on our past initiatives. This event is held annually with members of the Diversity Committee in attendance. They include representatives from headquarters, regional headquarters, operation support centers, and branches. Last year, around 240 employees from throughout Japan took part online to share their challenges and solutions as well as provide recommendations to me. Since being established in the Meiji era (1868 to 1912), Japan Post Bank has been a community lifestyle financial institution with a nationwide network covering the more than 400 inhabited islands of the Japanese archipelago. Japan features ever-changing geographical features including shoreline and mountains to go along with unique climates and cultures, spanning from densely populated cities to sparsely populated regions. The fact that employees working directly with customers from various walks of life can provide management, including myself, with ideas we would never have thought of before shows that there is still room for management to promote diversity.



Targets and policies for the future

Invigorating innovation using diversity indicators as KPI for management plans

Ikeda: Although our previous initiatives achieved a certain degree of success, this is still not a level that is satisfactory. Therefore, the new Medium-term Management Plan launched in fiscal 2022 contains the targets of 20% ratio of women in managerial positions, 100% ratio of employees taking childcare leave, and 2.7% ratio of employees with disabilities for fiscal 2026. Although we do not focus exclusively on the numbers, these targets were set in the sense of clearly indicating our commitment inside and outside the company to position diversity and inclusion as an important task of management, and from the thinking that we need KPI for measuring progress.

Regarding the promotion of women, I believe we need to increase the ratio of women in Executive Officer positions to more than 40% of the total in the future. However, since it will be difficult to reach these goals all at once, we aim to steadily increase women in managerial positions and as candidates for Executive Officer. Toward that end, I believe it is important to develop a workplace environment where employees are motivated to continue their career.

Makino: We are making progress toward such an environment post-childcare leave through measures and revisions to various programs.

Going forward, though, it will be important to support the development of employees with greater creative thinking and a challenging spirit tailored to the rapidly changing financial industry and lifestyles. Today, Japan is deploying initiatives that utilize diversity, including its regional revitalization and community vitalization programs. I feel like JAPAN POST BANK, too, has a great deal of hidden potential in terms of employees' diversity and inclusion that has yet to be tapped. Drawing out this potential will make work more worthwhile for employees and result in growth for the company.

Ikeda: My duty as head of the company is to clarify our policies, exhibit leadership in unforeseen situations, and provide an employee-friendly workplace environment. Therefore, I will take the lead in working to improve the workplace environment.

Making work more worthwhile for employees is another important challenge with equal emphasis. People who worked during Japan's period of high economic growth had easy access to success. Since Japan's economic bubble burst, most employees have not fared as well, making it difficult to maintain the motivation to continue working. I would like to focus more on building a workplace environment where employees can fully contribute their skills, have fun at work, and build success.

We have set up the Organizational Culture Reform Subcommittee under the Service Improvement Committee launched in fiscal 2020. Around half of this subcommittee's members are women. They are now working to entrench a culture that respects one another and foster an organization that shares information thoroughly. By promoting these initiatives, we can speed up diversity and inclusion, and as a result, generate new innovations that lead to customer-oriented sales.

Makino: One of the features of Japan Post Bank post privatization is that we have increased the number of female employees not only at branches but also at corporate departments. Today, these women are actively returning to their workplaces after taking maternity and childcare leave. Since about last year, male employees, too, have begun to actively take childcare leave. Based on these experiences, many of these men have expanded their horizons and matured as an individual. Also, there are many opportunities to learn from the sensitivities and approaches of employees with disabilities and LGBT employees working in the same workplace. It has become extremely important to shift from the conventional management approach of how to assign employees to work to one that determines how best to harness the unique skills of individual employees.

Ikeda: Exactly. Invigorating innovation through diversity and inclusion, including what you have pointed out here, will become a foundation for our future growth strategy.

Norito Ikeda

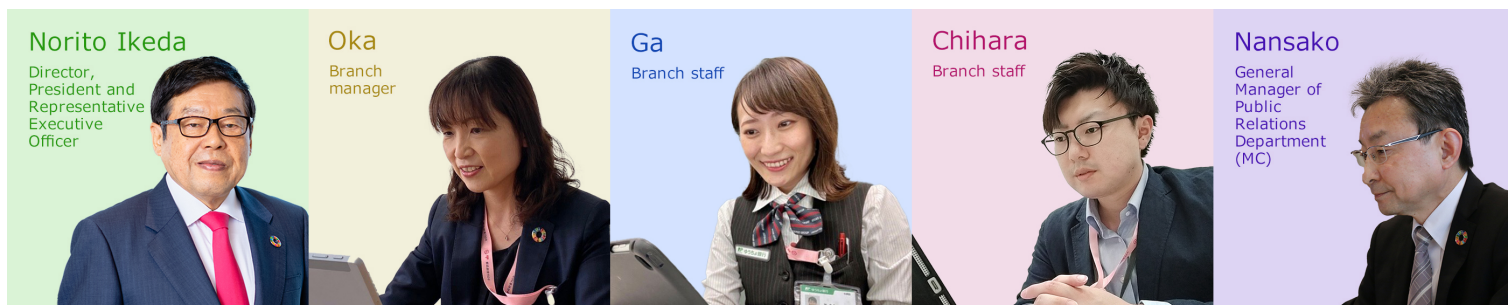
Director, President and Representative
Executive Officer

He joined The Bank of Yokohama in 1970 where he later served as director and representative director. After becoming President and Representative Director of The Ashikaga Bank, Ltd. in 2003 and the President & CEO of The Corporation of Revitalizing Earthquake affected Business in 2012, he was appointed Director, President and Representative Executive Officer of Japan Post Bank in 2016.

Yoko Makino

Executive Officer, General Manager of Diversity
and Inclusion Department

She joined the Ministry of Posts and Telecommunications in 1988 and later served as Director-General of the Mitaka Inokashira Post Office. She attended graduate school while Director-General, completing her master's degree in March 2005. She was appointed Executive Officer of Japan Post Bank in 2007. After serving as General Manager of the Public Relations Department and General Manager of the Tokyo Regional Headquarters, she became General Manager of the Diversity and Inclusion Department in 2016.



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Employee Roundtable

Fostering a culture that respects diversity

Japan Post Bank is implementing a diversity strategy that includes empowering women in the workplace. Four employees joined President Norito Ikeda to discuss ways of building a workplace environment that respects the individuality of all employees and empowers them to utilize their skills.

- ▼ [Appointing women to management positions](#)
- ▼ [The importance of encouraging men to take childcare leave](#)
- ▼ [Promoting organizational culture reforms](#)

Appointing women to management positions

The joy of seeing team members enjoy their work

Moderator

What are some of the challenges you have faced since becoming manager? What are the positives?



Oka

First, in terms of a challenge, I became a manager in my third year after returning from childcare leave. Having a young child means that sometimes I have to leave work suddenly or return home early. At first, I tried to avoid this believing that it did not make me look good as a manager. Then, a female co-worker told me, “You look like you are having fun at work. I want to become a manager, too. But, if you find it too taxing, I won’t aim to become a manager.” This awoke me to the fact that my team members are observing me more so than I had thought. After that, I took days off and asked my team members to go on business travel in my place. In this manner, I have been able to manage my work-life balance better thanks to their support.

One of the positives is that I've been given greater discretion and a role with more responsibility. That was the biggest change and gives me a great sense of satisfaction. I am also pleased that I have been able to rely on those around me more. Moreover, it makes me happy to see my co-workers working happily with a positive attitude. Therefore, I make it a point to always smile.

Moderator

Medium-term Management Plan (FY2022/3 to FY2026/3) calls for 20% of managerial positions to be filled by women by April 2026. What does Japan Post Bank need to do to increase the number of women in managerial positions?

Japan Post Bank has a large number of programs in place and well developed work environment conducive to work-life balance. On top of this, there are three things that I find really beneficial.



Oka

First is the presence of role models who are female managers. Looking back on my own experience, working for a female manager was instrumental in my decision to become one. Second is the opportunity to think about your career path. What about holding a workshop to experience what it's really like to be a manager? At a glance, we tend to think being a manager is taxing, but I think we can change people's impression if they can experience the satisfaction of being a manager for themselves. Third is the mentorship program. In my case, perhaps it would have been beneficial to have someone to talk to about the challenges I faced as a manager. Appointment of manager, regardless of gender, requires us to understand each team members' capabilities and increase their motivation. Utilizing the capabilities of each team member correctly will make the organization stronger. I believe the number of women in managerial positions will also increase as a result of this.

Moderator

I have a question for Ms. Ga. Do you imagine becoming a manager yourself in the future? Do have any concerns?



Ga

In recent years, I've seen a number of women promoted to managerial positions. I feel a strong sense of the company's drive to increase the ratio of women in managerial positions firsthand. Amidst this, I had the impression that being promoted to a managerial position would mean a lot more work. However, a supervisor told me, "If promoted, your responsibility, of course, will increase. But, it also means you will have more chances to help create an employee-friendly workplace." This changed my mindset toward the positive.

One concern is that if I become a manager, my current workplace will not have someone in my position; that is, a female manager. In this sense, I'd like to have a mentor to talk to if anything comes up after becoming a manager.

Moderator

Ms. Oka, as her senior colleague, do you have any advise or words of support for Ms. Ga?



Oka

I want to support employees who are working hard and who are trying hard. I would like to see Ms. Oka become a role model for other young employees by playing an active role in her own unique way while receiving the helping hand of those around her.



President Ikeda

I feel that Ms. Oka has a positive attitude and really values her co-workers. Can you share your career experience at Japan Post Bank?



Oka

The post office general manager was a woman when I first joined the company and after that I also worked with a female manager of the General Affairs Section. In this way, I was really influenced by having these women that I respected in managerial positions close by me from a young age.



President Ikeda

Employees each have their own unique skill sets. By utilizing these skills, we will be able to increase the ratio of women in managerial positions. Until now, employees who increased their sales performance received the strongest evaluations, but from FY2022/3 we changed our approach to one focused on qualitative aspects, such as sales processes. This will make it possible to better evaluate and promote those employees who otherwise may have not been promoted to managerial positions due to their quantitative performance.

If talented employees are promoted to managerial positions, regardless of gender, I believe we will be able to achieve our target for the ratio of women in managerial positions.



The importance of encouraging men to take childcare leave

Helping out with childcare will deepen men's understanding of their co-workers' situation

Moderator

Japan Post Bank aims for a 100% rate of employees taking childcare leave, regardless of gender. What were some of the positives from taking childcare leave?



Chihara

First, I've been able to work more efficiently and with greater balance. In the past, I heard a senior colleague say, "If you're home life is going well, work will follow suit." I didn't quite get it at the time, but now I understand.

Second, I've been able to develop closer relationships with my corporate clients by talking about my experience with childcare leave. When I mention childcare leave, clients sometimes take an interest in Japan Post Bank's programs, leading to more exciting sales talk.

Moderator

How do your co-workers feel about you taking childcare leave?



Chihara

Initially, I didn't plan to take childcare leave, but the branch manager and general manager of the Sales Department at the time encouraged me to do so. I felt some unease, but I decided to do it after my co-workers supported me. Right after my decision I was transferred, but my branch manager at the time discussed the matter with my new branch manager and supervisor, so I was able to take leave with peace of mind. I'm really grateful for the support I've received from everyone.

Moderator

As a branch manager, what are your thoughts about a team member taking childcare leave?



Oka

Based on what Mr. Chihara said, I feel it's important for supervisors to encourage their team members to take childcare leave. Personally, I would like to see men, too, take childcare leave. Helping out with childcare will deepen men's understanding of co-workers who have children. A supervisor can easily gain the understanding of others in the workplace by showing a positive stance toward men taking childcare leave.



President Ikeda

It is wonderful when co-workers show understanding when a man takes childcare leave. Some may still hold a negative view toward a man taking childcare leave. I hope to foster a culture where employees respect, understand and openly engage one another.



Promoting organizational culture reforms

Fostering a culture where employees respect, understand and openly engage one another.

Moderator

Medium-term Management Plan (FY2022/3 to FY2026/3) calls for “enhancements to communications within and between organizations” as part of “Internal reforms necessary for Japan Post Bank to Become a More Trusted Bank.” What are your feelings on the current situation?



Ga

There were times when I felt communication was difficult even within the same branch. And, communication with other organizations was even more difficult, I felt. Recently, however, following the launch of the Service Improvement Committee, there have been more opportunities for headquarters to listen to the views of branches when implementing new policy. Also, employees can now directly convey their thoughts to management through the president’s comments box. I feel like we are making slow but steady progress toward improving communication.

Moderator

How can we improve communication between organizations?

The main duties of branches are customer service. In contrast, headquarters employees are mainly working on planning measures. This marks a major difference.



Ga

For example, some employees at headquarters need to plan measures without having any work experience at branches. To fix this, I would like to see more active exchanges of people between differing organizations, such as headquarters and branches. By doing so, we can increase understanding of one another's work and facilitate communication.

Moderator

How do you feel, Ms. Oka and Mr. Chihara?



Oka

I agree. Certainly, there are few contact points between branches and headquarters. COVID-19 has also reduced opportunities to communicate face to face. At the same time, recently headquarters are listening to the voice of branches when planning measures. In this sense, communication has improved compared to before. Additionally, I find it beneficial that there are increasing opportunities for all employees to better understand the company's policy, such as through the president's video message.



Chihara

I have only ever worked for branches, so frankly I have no idea what type of work employees at headquarters do. When I have to ask headquarters about something, it usually takes some time to get a response. There are times when the customer wants a response immediately. This is when I think to myself, "Hurry! The customer is waiting." There seems to be a gap in thinking. I think we can bury this gap if employees from headquarters had the chance to experience what it's like to work at a branch.



President Ikeda

Although it has been 13 years since the privatization, the fact is the civil servant culture from that time still remains, which has caused a gap with current thinking. I think it takes time to get a response because headquarters are making sure their answer is correct. One factor may be the communication barrier between departments. I'd like to foster a culture where we can remove these barriers and facilitate communication between employees from various backgrounds.

Also, I'm very thankful I can receive feedback from employees through the president's comments box. I look forward to hearing your honest voices going forward so that we can incorporate your diverse opinions in management. Thank you for today, everyone.



Diversity Management

- ▼ [Basic Stance](#)
- ▼ [Fostering a Corporate Culture](#)
- ▼ [Fostering of Ikubosses](#)
- ▼ [Promoting Diverse Human Resources](#)
- ▼ [Promoting Women in the Workplace](#)

I Basic Stance

Japan Post Bank believes that its employees are its most important stakeholder because they are the driving force behind sustainable growth and achievement of customer-oriented business operations. We will increase diversity in our corporate culture, and create lively, employee-friendly working environments where each individual employee can demonstrate their full potential, as a way to promote behavioral change among employees.

I Fostering a Corporate Culture

Japan Post Bank is working to transform the way employees think in order to provide workplace environments where its diverse workforce can better understand one another. In addition to officers, employees in managerial positions take the lead in implementing various developmental measures for building better human relationships in the workplace.

■ Framework for Promoting Diversity and Inclusion

Japan Post Bank established the Diversity and Inclusion Department as part of its efforts to strengthen its promotion of diversity management.

Additionally, diversity committee activities are carried out at all organizations including the headquarters, Regional Headquarters, and Operation Support Centers, aimed at resolving the different challenges facing each organization and region. The committee, chaired by the President and Representative Director, is comprised of members from each organization with varying experiences and career paths. In addition to reviewing policies and measures on diversity management, the committee provides recommendations based on challenges and actual situations.

■ Diversity and Inclusion Month

We have established Diversity and Inclusion Month in which we focus efforts on diversity and inclusion in order to recognize the diversity of our employees and encourage changes in mindset and behavior. In FY2021/3, we organized study sessions using the information magazine and e-learning on telework management open to managerial employees in order to translate the mindset fostered through last year's initiatives into actions today.

■ Holding the Japan Post Bank Diversity Forum

We host the Japan Post Bank Diversity Forum involving the members of our diversity committees nationwide to foster awareness of diversity and to create a comprehensive mindset focused on the future.

In FY2021/3, about 240 employees of varying age, gender, and occupation from across Japan participated in the forum which was held online for the first time. During the forum, the President, as top management, and employees across Japan shared their awareness and thoughts on diversity and inclusion in real time.



FY2021/3 Japan Post Bank Diversity Forum (Top right: President and Representative Executive Officer / Bottom right: General Manager of the Diversity and Inclusion Department)

■ Leading Area

The area with particularly excellent initiatives among the diversity committees nationwide was recognized as the Leading Area.

FY2021/3 leading area: Kyushu area

- Theme: “Promoting diversity close to the heart.”
- Main initiatives: Publication of an information magazine introducing all the branches within the area produced and online forum



Employees of the Kyushu area who received commendations

■ Fostering of Ikubosses

Believing the presence of Ikubosses^{*2} to be essential to achieving workplaces where each and every employee can work comfortably and enjoy their experiences, we are working to foster Yucho Ikubosses based on the four conditions of Yucho Ikuboss.

In FY2018, the heads of each organization at Japan Post Bank, including the President and Representative Executive Officer, made the Yucho Ikuboss Declaration. Since FY2019, we have expanded the scope of Ikuboss to all managerial positions and worked to foster Yucho Ikuboss through the Yucho Ikuboss Declaration, diversity (Ikuboss) training, and Yucho Ikuboss Certification. The Yucho Ikuboss Declaration requires managerial employees to verbally share the declaration with their team members and display it in a location visible to employees.

*2 An Ikuboss (or “New-era” Boss) is a manager/an executive who (a) considers his/her staff’s work-life balance and supports their career, (b) achieves his/her organization’s business targets, and (c) enjoys his/her own life outside of work.

The Four Yucho Ikuboss Principles

- I support my subordinates in balancing work and life, encouraging them to develop in their careers and private lives.
- I place the highest value on my life and the lives of my family.
- I maintain close communications with and help my co-workers
- I encourage team spirit in the workplace and strive to achieve our goals.

Yucho Ikuboss Declaration (FY2022/3)

- We will expand new and flexible work styles and dedicate our best efforts to providing a workplace where employees can grow and tackle challenges autonomously.
- We will promote comfortable workplaces where all employees understand one another through dialogue and deepen their understanding of diversity and inclusion.
- In addition to encouraging 100% of eligible employees to take childcare leave, we will support all employees to access opportunities for personal growth through life events.

May 20, 2021

Norito Ikeda

Director, President and Representative Executive Officer
JAPAN POST BANK Co., Ltd.

■ Diversity (Ikuboss) Training

We have provided diversity training to managerial employees since FY2018 with the purpose of teaching them about our diversity and inclusion policies, measures and systems and foster understanding of the role, importance and need for Ikubosses. In FY2021, we held diversity training online, which was led by Hiroyuki Egami, Representative Director of URUU Co., Ltd. Around 250 managers participated in this training in FY2021.

Also, we are working to increase understanding of diversity and inclusion among general employees by opening up diversity training to non-managerial employees in stage.



Diversity (Ikuboss) training in FY2021

■ Yucho Ikuboss Certification

We launched Yucho Ikuboss Certification in FY2019 to test managerial employees about the knowledge and approach required of an Ikuboss. We are now working to have all managerial employees obtain this certification. Around 2,200 managers (99% pass rate) obtained this certification in FY2021.

■ Promoting Diverse Human Resources

Japan Post Bank actively recruits and hires talent from various backgrounds to continuously respond to the needs of its diverse customer base and society in general.

■ Employment of People with Disabilities

Japan Post Bank employs people with varying disabilities who play an active role in their respective workplaces. We continue to provide support, including improving workplace environments, so that employees with disabilities can work with peace of mind for an extended period of time and they have access to opportunities to play an active role depending on their own individual situation.

Related Information

▶ [ESG and CSR Data Section: “Employment of People with Disabilities”](#)

Japan Post Bank ARIGATO Center

In 2010, Japan Post Bank established and started operating the Japan Post Bank ARIGATO Center as a part of efforts to provide people with disabilities who are seeking employment with the opportunity to work. Since then, more employees with disabilities are playing an active role at the company. At this center, employees with disabilities bag candy, which is given out to customers visiting branches.



General view of the ARIGATO Center operation

Massage room

Visually impaired employees have been employed as in-house physiotherapists at certain Operation Support Centers since fiscal 2017/3. Employees who work as in-house physiotherapists provide treatment to employees at the massage rooms located inside each Operation Support Center.

Employment assistance for people with disabilities

Through a tie-up with schools for special needs students, we host trainees as an occupational experience so that people with disabilities can find work where they can fully utilize their skills.

■ Promoting the Active Role of Senior Citizens at Work

Japan is faced with a declining labor population of young people due to the rapid onset of demographic aging. For this reason, providing a place for senior citizens, who are motivated to work and share their skills, is an important issue facing the entire country. Given this situation, Japan Post Bank extended its mandatory retirement age from 60 to 65 years from April 2021 in order to further harness the skills and experiences of its older employees.

I Promoting Women in the Workplace

Japan Post Bank has worked toward the target of a 14% ratio of women in managerial positions during the previous Medium-Term Management Plan (FY2019/3 to FY2021/3). As of April 2021, we achieved 15.7%, exceeding the target.

Under the Medium-Term Management Plan (FY2022/3 to FY2026/3), we have set targets to achieve a 20% or higher ratio of women in managerial positions and 100%^{*1} ratio of employees taking childcare leave by April 1, 2026.

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, Japan Post Bank established a General Business Owner Action Plan which is published in the database of the Ministry of Health, Labour and Welfare on companies that empower women in the workplace.

*1 Ratio of taking childcare leave refers to the ratio of eligible employees who commenced childcare leave during the eligibility period, including mothers who gave birth and men with a spouse who gave birth (excluding employees who do not wish to take childcare leave).

Related Information

▶ [ESG and CSR Data Section “Number and Ratio of Female Managers”](#)

■ Employee Referrals

focus

Wanting to support the future of those around me



Ms. O, Human Resources Department (pictured at center)

Growing together with the company

Since joining the company in FY2012/3, I've been involved in a variety of job duties at the headquarters Human Resources Department, including employment of people with disabilities, internal control, and labor relations. Today, I'm mainly working in payroll.

I decided to join the company because I wanted to see for myself how Japan Post Bank, with its nationwide network as well as close relationships with people from all walks of life, has changed since privatization. The deciding factor became my conviction that someone with a hearing impairment such as myself can grow together with the company based on my dealings with the hiring manager of the Human Resources Department at the time.

Able to balance work and childcare thanks to our extensive programs.

I returned from childcare leave in April 2020. Prior to taking leave, I read the handouts from the seminar for new mothers/fathers and the Work-life Balance Guidebook. During leave, I took seminars on scheduling post return and which provided a trial experience with finding the right daycare in an effort to alleviate my concerns.

Currently, I'm taking partial childcare leave. This leave, which can be taken until my child becomes a third grader, can be taken in hourly increments up to two hours a day depending on how busy I am at work. Also, I also use paid leave set aside for caring for my child in case of a sudden fever or illness. I look forward to continuing my career while taking advantage of these leave programs depending on the situation.

Hoping to support others someday

I returned to work during the state of emergency issued as a result of the COVID-19 pandemic. Initially, there was a shortage of telework terminals, but my coworkers made it possible so I could work from home first. They also adjusted my work load, which made the transition back to work easy, which offset my concerns during leave about balancing work and childcare after returning to work.

However, with mask wearing the norm, I've lost my bearings somewhat at work and in my everyday life because it is harder to understand what people are saying when I cannot read their lips under their mask. During meetings with multiple people, I don't even know who is talking, so I need to rely on the written summary. When I'm having difficulty, coworkers will remove their mask naturally and talk in a way where I can easily read their lips or they write down what they want to say. This has really helped. Also, my current supervisor has learned sign language before and they are using it with my other coworkers.

I feel like the culmination of these small acts of consideration have resulted in a really comfortable workplace, good human relationships and as an extension strong team work.

I am the one receiving support at the moment, but in the future I hope to be the one providing this support. At the same time, I hope to acquire new certifications and take continuing education courses for my AFP certification that I obtained this year. I plan to take some time out from childcare to do this.

■ External Activities

Mr. Norito Ikeda, Director, President and Representative Executive Officer of Japan Post Bank, has endorsed the “Declaration on Action” by “The Group of Male Leaders Who will Create a Society in Which Women Shine”^{*} and is participating in this group.

^{*} Following the first meeting of the Group of Male Leaders Who Will Create a Society in Which Women Shine held at the Prime Minister’s official residence on March 28, 2014, a movement spread among business leaders to support working women and women who want to shine. Against this backdrop, the “Declaration on Action” by “The Group of Male Leaders Who will Create a Society in which Women Shine,” a group of male corporate business leaders who are proactively working to promoting women’s success, has been drawn up.

Endorsement of the Declaration on Action of the group of male leaders who will create “A Society in which Women Shine”

Japan Post Bank encourages the hiring of diverse human resources in order to further enhance corporate value. The empowerment of women in the workplace is a particularly vital aspect of our efforts. As top management, I am working to develop human resources and creating a workplace environment where skilled employees can exhibit their skills regardless of gender, utilizing the company-wide efforts for “fostering a corporate culture,” “work-life balance management” and “career development assistance.”

I will incorporate three guidelines of the Declaration on Action of “take action and share the message,” “break through the current situation” and “promote networking” as I actively promote the empowerment of women who shine.

May 13, 2016

Norito Ikeda

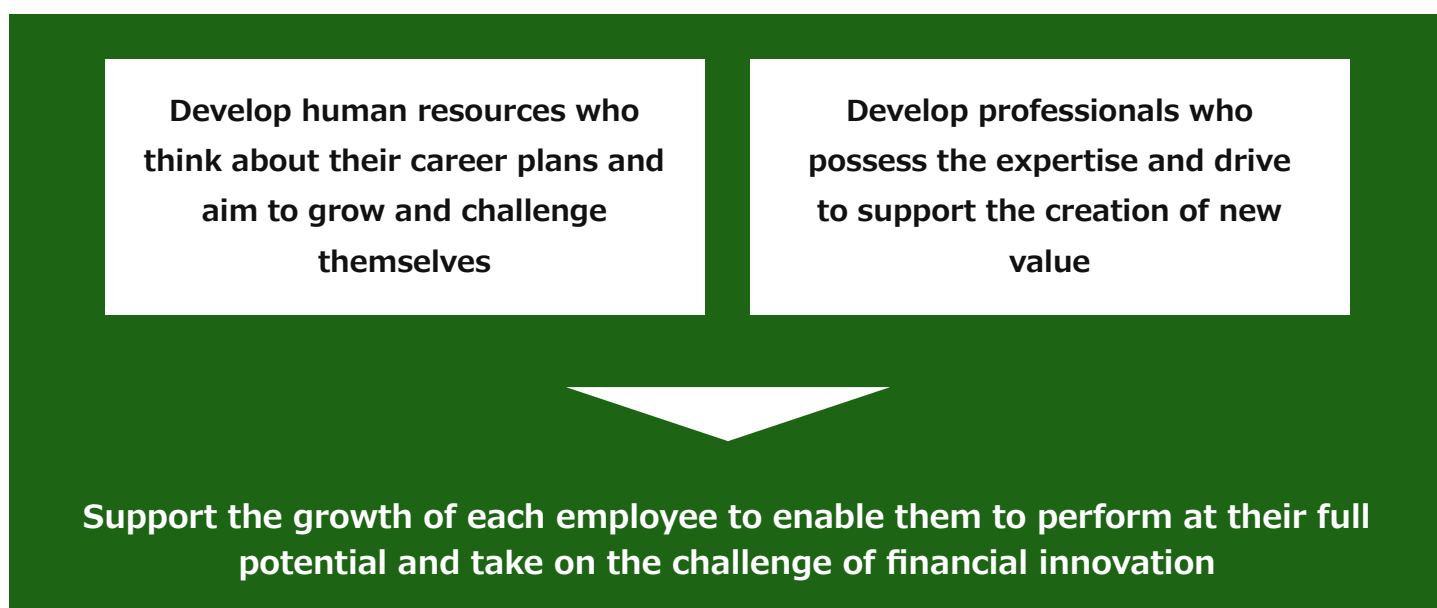
President and Representative Executive Officer
JAPAN POST BANK Co., Ltd.

Human Resources Development

- ▼ [Basic Policy for Human Resources Development](#)
- ▼ [Human Resources Development System](#)
- ▼ [Fair Personnel Evaluations and Treatment](#)

| Basic Policy for Human Resources Development

We actively support the growth of employees, believing that change in the business environment, the passion of each employee, and their challenging initiatives can create significant value and become a source of competitiveness.



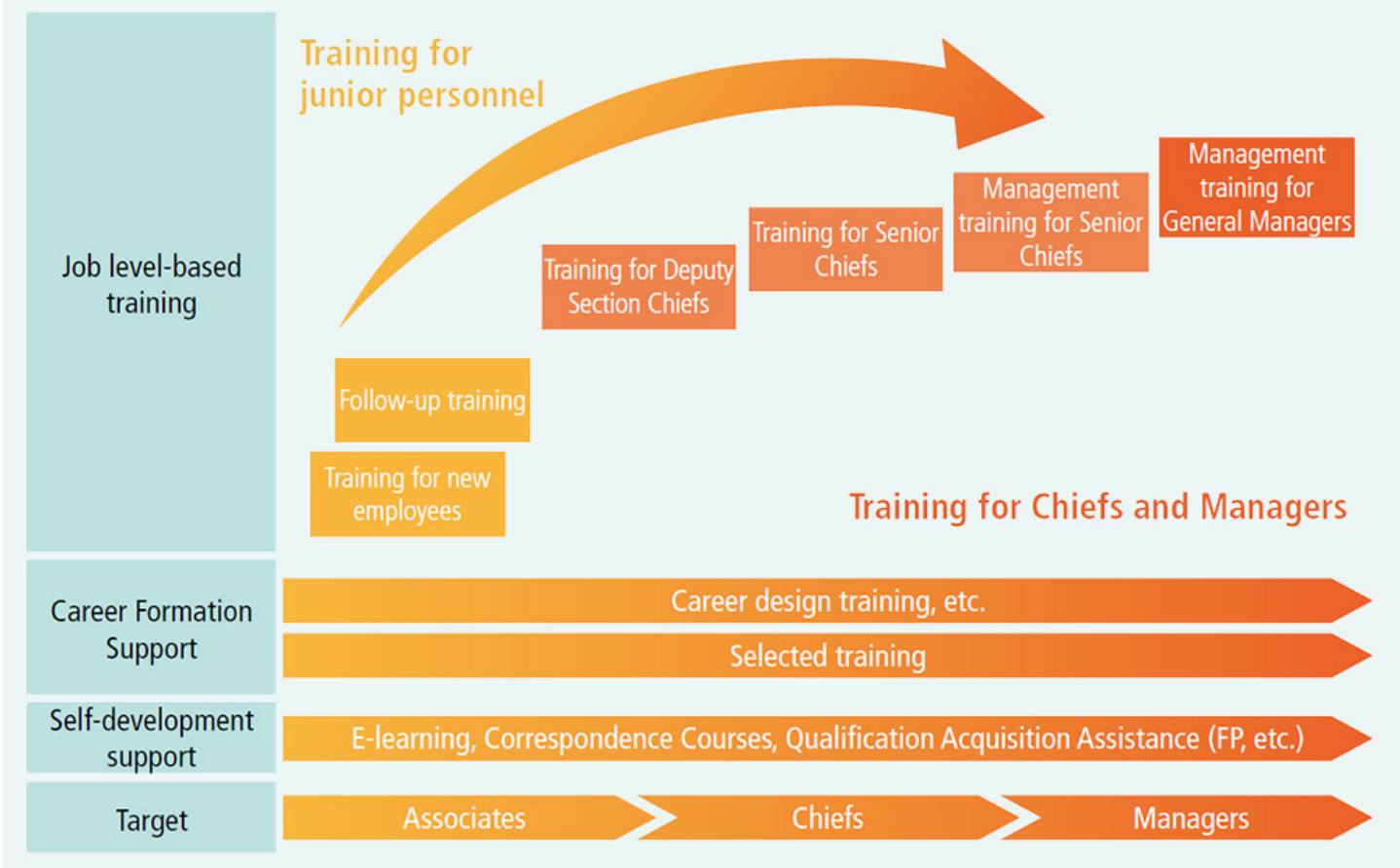
| Human Resources Development System

In consideration of employees' aspirations, Japan Post Bank promotes career development by providing opportunities for them to raise their awareness and learn, so that they can map out and implement plans for that purpose for themselves.

We offer more than 200 correspondence courses and over 300 e-learning courses to contribute to human resources development in enhancement areas from various perspectives, not just financial matters.

In addition to job level-based training and job skills-based training, we have newly added career design training and selected training to provide employees with opportunities to look back on their careers and think about their strengths and opportunities to learn in a more active manner. In this manner, we will review our human resources development system to ensure that employees can take the lead and initiative in developing their own careers.

Training System Diagram



Number of Participants in Training (FY2021/3)

Organization	Gender	Number of persons
Directly-operated branches	Men	446
	Women	538
Partner centers	Men	17
	Women	16
Regional Headquarters	Men	45
	Women	16
Operation Support Centers and Data Centers, etc.	Men	76
	Women	90
Head Office	Men	122
	Women	35
Total		1,401

Hours of Training (FY2021/3)

Cumulative hours of training	Average hours per employee
20642.8	14.7

Note: In addition to the above, we also conduct training using e-learning.

■ Mentoring Program

Under our mentoring program^{*1}, we provide a broad range of follow-up to employees with an eye toward their future growth.

^{*1} One approach to human resources development where senior co-workers support junior co-workers through dialogue and mentoring.

■ Introduction of a “Career Challenge” System

Via internal recruitment, we appoint employees who are willing to take on challenges to departments involved with specialized fields and focus areas creating an environment where each employee can focus on their career and continue to take on challenges.

■ Securing and Training Human Resources for Specialized Fields

Through both outside recruitment and training of internal personnel, we strive to secure human resources for specialized fields (market/ALM/risk management, GP, cybersecurity, digitalization advancement, analytics (data analysis), marketing, etc.)

In terms of outside recruitment, we hire experienced mid-career human resources in addition to new graduate hires through specialized courses. In terms of training, in addition to having expert personnel conduct various forms of training including on-the-job training (OJT), we dispatch our employees to other companies to help them acquire knowledge and know-how in specialized fields. We provide opportunities for employees to be dispatched to companies outside Japan or study at domestic or international universities in order to develop globally-minded human resources and advanced and specialist knowledge concerning such fields as finance, business administration, and law.

■ Providing an Environment for Self-Development

We have positioned enhancing basic financial skills as a pillar of our human resources development. Toward this end, we provide an environment conducive to self-development, including subsidizing accreditations, offering correspondence courses, and providing online e-learning accessible even from the home.

■ Fair Personnel Evaluations and Treatment

In terms of personnel evaluations, we make evaluation standards known to employees and enable employees to evaluate themselves (self evaluation). In turn, supervisors provide multistage evaluations and managers offer feedback. Also, we have put into a place a complaint and consultation system for personnel evaluations. We are working to increase employee motivation by reflecting the results of fair personnel evaluations in compensation.

Work-life Balance Management

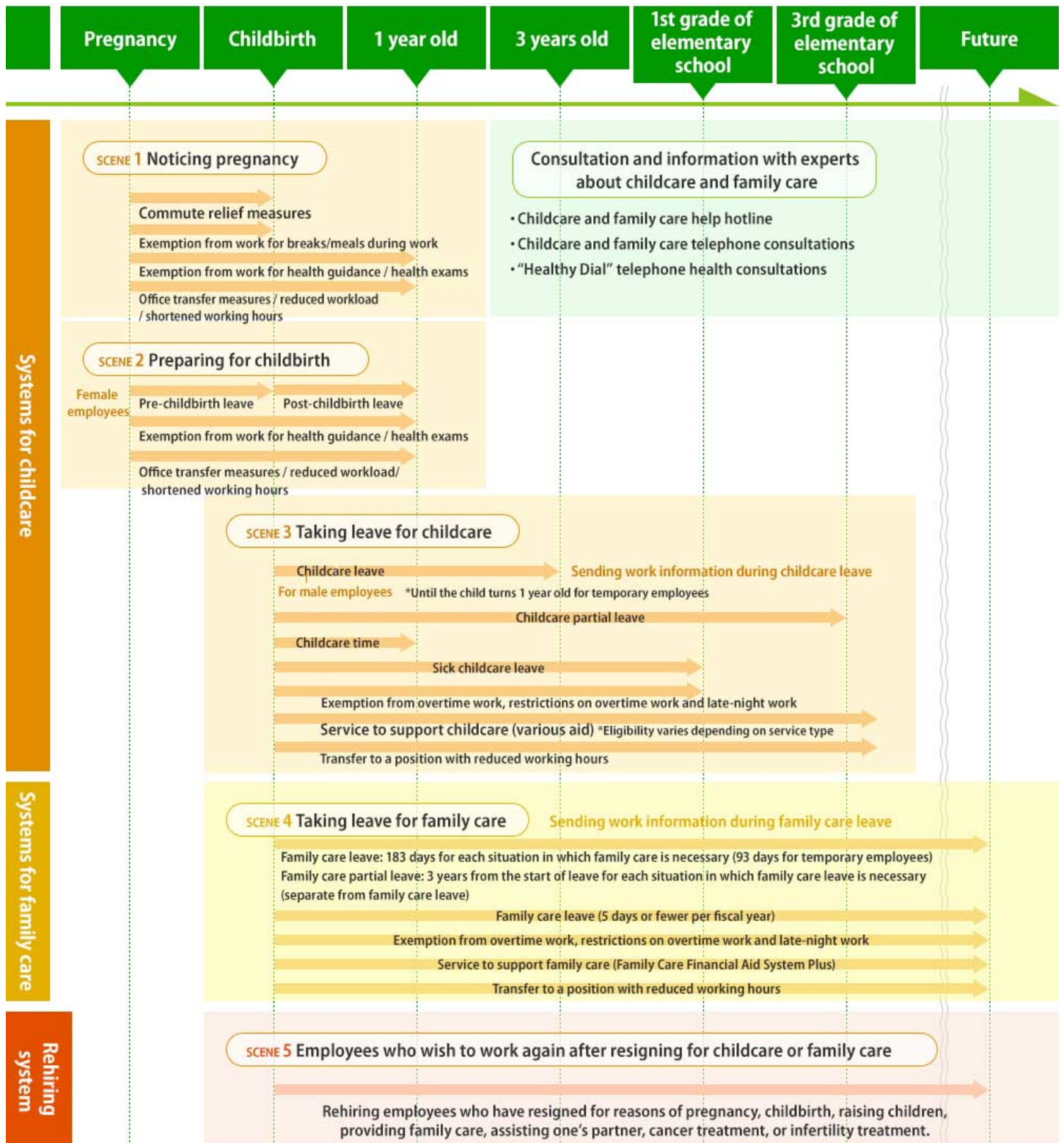
- ▼ [Work-life Balance Support System](#)
- ▼ [Childcare Leave for Male Employees](#)
- ▼ [Work Style Reform](#)
- ▼ [Labor-management Relations](#)

| Work-life Balance Support System

JAPAN POST BANK has put in place a support system that exceeds that which is required by laws and regulations, in order to allow employees to continue to work, rather than leave the company, in times when they cannot attend the workplace for reasons such as pregnancy, childbirth, raising children, caring for family members, or undergoing medical treatment.

In addition, the Bank is supporting employees to achieve a more independent and autonomous work-life balance through combining measures such as raising awareness through various internal seminars and e-learning courses about work-life balance and expanding the adoption of telework.

Balance Support System



Initiatives to support a balance between childcare and work

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Childcare leave	Until 3 years old	No*	Until 3 years old	No*	Until 1 year old (Until 3 years old in the case of associate employees and senior re-employed associate employees)	No
Childcare partial leave	Until the fiscal year-end after the child turns nine years of age	No	Until the fiscal year-end after the child turns nine years of age	No	Until the fiscal year-end after the child turns nine years of age	No
Childcare period	Twice per day 45 min per period	Yes	Twice per day 45 min per period	Yes	Twice per day 30 min per period	No
Sick-child care leave	Up to 5 days (10 days when two or more children are sick)	Yes	Up to 5 days (10 days when two or more children are sick)	Yes	Up to 5 days (10 days when two or more children are sick)	No
Exemption from overtime or working on days off	Until entering elementary school	—	Until entering elementary school	—	Until entering elementary school	—
Overtime limit	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—
Night-work exemption	Until entering elementary school	—	Until entering elementary school	—	Until entering elementary school	—
Transfer to a position with reduced working hours	Yes	—	—	—	—	—

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Rehire for resigned employees	Yes	—	—	—	—	—

* Pay will be granted for the first three days of childcare leave when the leave falls within the period that is eight weeks and one day from the day the child was born.

Initiatives to support the balance between work and family care / other support measures

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Family care leave	183 days in total (Continuous or intermittent)	No	183 days in total (Continuous or intermittent)	No	93 days in total (183 days in total in the case of associate employees and senior re-employed associate employees) (Continuous or intermittent)	NO
Family care partial leave	3 years (Continuous or intermittent)	No	3 years (Continuous or intermittent)	No	3 years (Continuous or intermittent)	No
Family care break	Up to 5 days (10 days when two or more family members require care)	No	Up to 5 days (10 days when two or more family members require care)	No	Up to 5 days (10 days when two or more family members require care)	NO
Exemption from overtime or working on days off	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Overtime limit	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—
Night-work exemption	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—
Transfer to a position with reduced working hours	Yes	—	—	—	—	—
Rehire of resigned employees	Yes	—	—	—	—	—

* The above chart applies to employees who work eight hours per day.

Related Information

► [ESG and CSR Data Section: “childcare leave/family care leave”](#)

■ Producing Manuals

To help employees use the different systems with peace of mind, we have produced and distributed among them various manuals such as a support guide for balancing work and childcare and a work-life balance support handbook for managers, which outline the points that superiors should know and attend to in the period from when a female employee applies for maternity leave until the day she returns to work. Other manuals include a work-life balance handbook that explains the different support systems for childcare and family care, as well as a family care support book that covers the process that occurs when an employee has to provide care and the ways a manager can respond to the issue.

■ Childcare and Family Care Support System

We provide aid for various childcare-related measures, including aid for using babysitters, aid for using monthly childcare, and aid for using childcare for sick or convalescent children, as well as subsidies for family care to employees who are engaged in family care.

■ Establishing day care centers at offices

As a means of supporting a balance between childcare and work, in April 2019 we opened the Yutemachi Day Care Center, a workplace day care center at JAPAN POST GROUP's headquarters building in Otemachi.

■ Holding of All Types of Training Programs/Seminars

We hold a variety of work-life balance-related seminars, such as for employees who are expecting a baby, employees returning to work after childcare leave, and seminars on balancing work and caregiving. In addition to providing support for employees to balance their childcare or caregiving obligations with work, we conduct online seminars to help staff who are on leave return to work without stress or anxiety. We also raise awareness by holding lectures on work-life balance in our internal training programs.



Seminar on returning to work after childcare leave

Related Information

▶ [Fostering of Ikubosses](#)

| Childcare Leave for Male Employees

focus

Declaration of Full Childcare Leave for Male Employees

Director, President and Representative Executive Officer Norito Ikeda supports the “Declaration of Full Childcare Leave for Male Employees” by WORK LIFE BALANCE Co., Ltd.

JAPAN POST BANK recognizes diversity management as one of the most important management issues we face, and we are striving to create an environment in which every employee can improve their abilities and express their full potential. Our childcare leave system allows employees to take a longer period of leave than legally required (up to three years for childcare leave and up to nine years for childcare partial leave). In October 2018, we began offering partially paid childcare leave to help men actively participate in housework and childcare. We are also fostering a working environment in which male employees can use the leave system easily and with confidence through means such as distributing support books and providing e-learning for our male employees and supervisors.

We aim for 100% of male employees to use childcare leave, and will continue to fully encourage them to actively participate in raising their children.

[Declaration of Full Childcare Leave for Male Employees](#) 



Director, President
and Representative
Executive Officer
JAPAN POST BANK
Co., Ltd.

Norito Ikeda

■ Initiatives to Encourage Leave Taking

Together with making childcare leave partially paid leave, JAPAN POST BANK recommends that men take childcare leave, for example we introduce our staff who have taken childcare leave with interviews on our internal magazines.

To follow up at all workplaces we are also working to create the environment for parenting employees, such as by giving them original “Yucho Papa Mama Support Cards” from their superiors.



Childcare leave seminars for employees and their spouses



Yucho Papa Mama Support Cards

■ Providing e-learning

By setting up e-learning that can be accessed even from home, we are helping to promote understanding and raise awareness through providing information that is beneficial to understanding childbirth, childcare, and family care. We are also providing contents that can be utilized for work and management after returning to work, and training contents designed for each level of employee.



Screen image of an e-learning page

■ Work Style Reform

The JAPAN POST BANK believes that a working environment that enables employees with a diverse range of backgrounds to fully express their potential is extremely important in providing high-quality service to our customers. Through work style reform, we are striving to create employee-friendly working environments.

■ Introduction and Expansion of Telecommuting (Working from Home, etc.)

With the goal of making work more flexible, increasing the motivation of employees, and boosting operational productivity, the JAPAN POST BANK introduced telecommuting on a trial basis at its headquarters in FY2019/3. The number of employees engaging in telecommuting is expanding in response to the need for diverse work styles.

The Bank has responded to the challenges of COVID-19 through expanding telework, adopting web-based meetings, and introducing staggered working hours and alternate shifts. From the perspective of encouraging work-life balance, we are also advancing initiatives that will make these flexible working styles possible even after the pandemic ends.

Voice

- "I was able to manage my work even when my child was in hospital."
- "I could spend more time with my family and enjoying my hobbies because I was spending less time travelling to work"
- "It became easy to balance family care and work"

■ Diversifying Working Patterns

Through supporting different systems such as reduced working hours, as well as a flextime and rehiring system, we are creating an environment where employees can choose from a diverse range of work styles.

■ Initiatives to Reduce Total Working Hours and Improve Productivity

We are aiming to create balance in our employees' lives, so that they can perform work that leads to increased added value and higher productivity, while reducing total hours worked. We are achieving this through setting limits on overtime, reducing workloads through advancing Business Process Re-engineering (BPR), encouraging employees to take the planned time or one week of continuous time off, and promoting "refresh days", in which employees leave at a designated time.

Related Information

- ▶ [ESG Data \(Paid Holiday Utilization Rate\)](#)
- ▶ [ESG Data \(Overtime Working Hours\)](#)

■ Introducing an interval-based work system

With the goal of ensuring employees get enough time for daily living and creating a healthy working environment, since April 2018 we have had in place a system that guarantees 11-hour intervals between each day's work.

■ Employee Satisfaction Surveys

We are conducting regular attitude surveys in order to raise the work satisfaction of each of our employees. Results of the surveys are reported to the Executive Department and feedback is gathered from those in charge of each organization. The outcomes are then incorporated into our efforts to improve working environments throughout the whole company, leading to independent improvement activities within each organization.

| Labor-management Relations

The JAPAN POSTAL GROUP UNION and the Postal Industry Workers Union represent employees within the JAPAN POST BANK, and the Bank works to build positive labor-management relations with these unions through regular communication and negotiations regarding various working conditions, including employee pay and work-life balance.

Initiatives on Health Management

- ▼ [Basic Stance](#)
- ▼ [Health and Productivity Management Promotion System](#)
- ▼ [Health Advancement Initiatives](#)
- ▼ [External Assessments](#)

| Basic Stance

Japan Post Bank bases its initiatives on health and productivity management on the idea that maintaining and improving the mental and physical health of employees, as well as creating environments where employees can work with vitality, will contribute to improving productivity and corporate value. Based on this belief, we established the Japan Post Bank Health Management System, and our initiatives include cutting down on long working hours, health guidance toward preventing/reducing the incidence of lifestyle diseases, and mental health care.

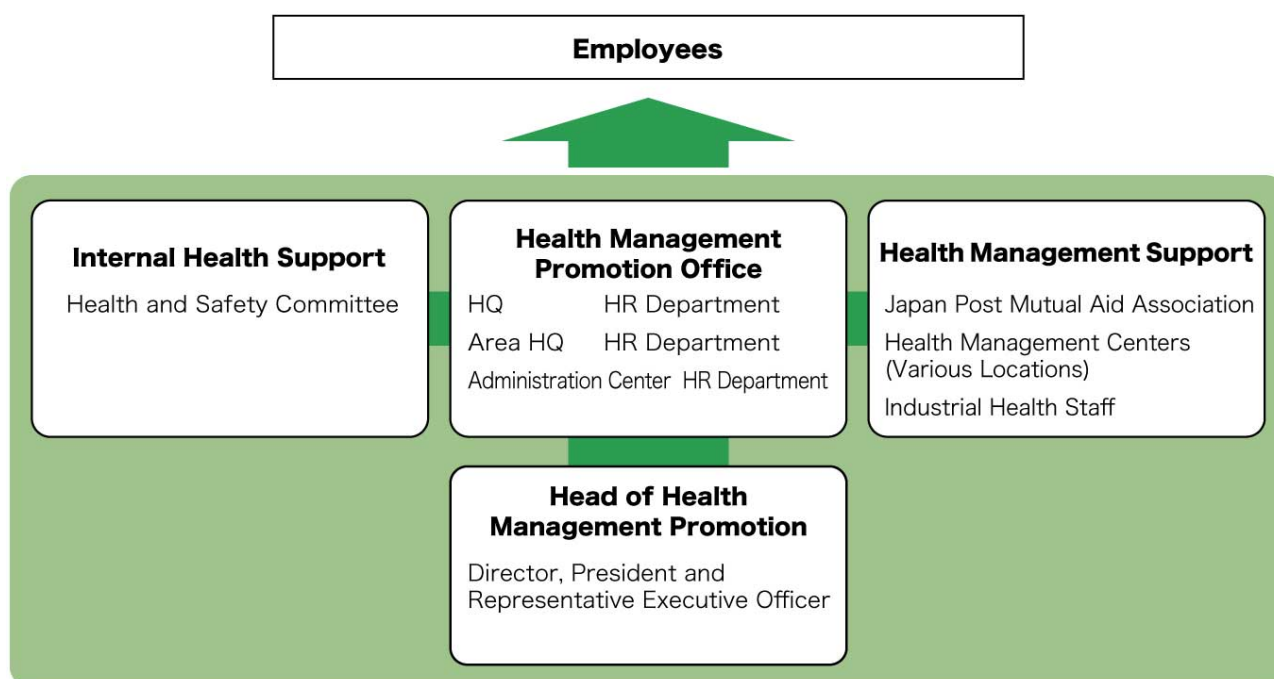
Related Information

▶ [ESG and CSR Data Section: “Overtime work”](#)

| Health and Productivity Management Promotion Framework

With the President and Representative Executive Officer as the Health and Productivity Management Officer, the Health and Productivity Management Promotion Secretariat takes the lead in promoting health and productivity management at the company while working alongside industrial health staff, Japan Post Mutual Benefit Association and health and safety committees internally.

Japan Post Bank's Health and Productivity Management Promotion Framework



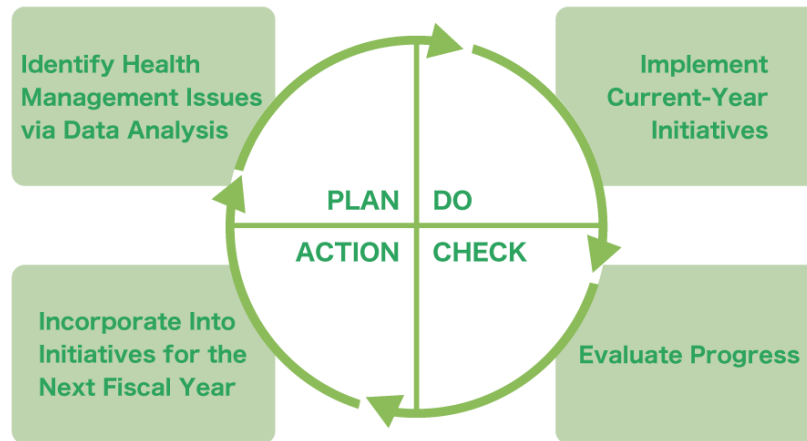
■ Establishment of Japan Post Bank's Health and Productivity Management KPI and PDCA

To reduce situations where employees can no longer perform their work due to health problems, we have established mid-term KPIs and evaluate the progress of initiatives for employee health. In addition, we identify potential issues after analyzing the current situation from the results of health exams, with this information used to formulate and evaluate health and productivity management measures.

Health and Productivity Management KPIs (FY2022/3)

Items	FY2021/3 Performance	FY2022/3 Target
Health exam uptake rate	100%	100%
Specified health counseling uptake rate	100%	100%
Stress check uptake rate	95.0%	100%

PDCA cycle



Health Advancement Initiatives

Main Activities and Indicators

- We support the health advancement of our workforce throughout Japan by working closely with industrial health staff at our nationwide Health Management Centers responsible for the health management operations of the Japan Post Group.
- Based on the results of health exams, we work with industrial health staff to recommend exams be received at medical institutions and provide health guidance.
- We launched the My Health Navi website that provides information on health exam results and ways to prevent lifestyle related diseases in an effort to increase health literacy.
- We are working to review work styles so that employees can achieve work-life balance, including curtailing prolonged working hours and encouraging employees to take paid holidays. We are continuing to reduce the amount of overtime work. (See [ESG and CSR Data Section: "Overtime work"](#))
- We organize exercise programs led by a fitness instructor in order to help employees keep in shape.



Exercise program

Employee Health Indicators (FY2021/3)

Regular health exam results	Percentage of employees requiring medical treatment 1/2* ¹	Total	1.11%
	Rate of employees with a healthy weight	Men	66.0%
		Women	79.7%
	Smoking rate	Men	27.1%
		Women	5.8%
Specified health counseling opt-out rate* ²		Total	23.2%
Stress check uptake rate		Total	95.0%

*¹ Requiring medical treatment 1/2: Employees requiring urgent or prompt medical treatment.

*² Specified health counseling opt-out rate: The ratio of employees eligible for specified health counseling in FY2020/3 who are no longer eligible in FY2021/3.

■ Initiatives to Prevent Secondhand Smoke Exposure

- We make efforts to encourage employees to change their behavior, including designating a No-Smoking Day every month and providing online programs to help employees quit smoking*³.
- To raise awareness about quitting smoking, we hold discussions on ways to encourage employees to quit smoking during meetings of the Health and Safety Committee and make these known to employees.

*³ This program is provided through a partnership with Japan Post Mutual Benefit Association.

■ Initiatives for Mental Health

- We have prepared and handed out a Mental Health Guidebook for employees. At our Health Management Centers nationwide, we have set up mental and physical health consultation hotlines where industrial physicians and public health nurses provide guidance to employees about troubles they face at work or in their personal lives. Also, we have set up a hotline that employees can access outside of work hours, completing our consultation system that includes face-to-face, over-the-phone, and email-based services.
- We have support staff in place at our Regional Headquarters nationwide who meet with employees in-person to help prevent mental health issues and provide mental health training to managers with the goal of empowering them to prevent mental health issues in their team members.

- We perform stress checks at all of our business locations annually to quickly detect mental health issues and improve the workplace environment.
- We have prepared a return-to-work support program for employees returning to work from a mental health break that offers support and follow-up.

| External Assessments

■ 2021 Certified Health & Productivity Management Outstanding Organization Recognition Program

Japan Post Bank received certification as a company implementing excellent health and productivity management practices from Nippon Kenko Kaigi based on its responses to the health and productivity management survey conducted by the Ministry of Economy, Trade and Industry.



Respect for Human Rights

- ▼ Policy and Framework
- ▼ Human Rights Awareness Activities
- ▼ LGBT-related Awareness Raising Activities

Policy and Framework

In light of increasing pressure from society on corporations to respect human rights and based on concepts such as the United Nations Guiding Principles on Business and Human Rights, the Bank formulated the JAPAN POST BANK Human Rights Policy.

Based on this policy, the Bank has established its stance on human rights, and it has formed its “Human Rights Due Diligence” framework. The Bank identifies what may harm human rights and promotes human rights awareness activities to cultivate the awareness of each individual employee. Through reviews by the JAPAN POST BANK Human Rights Awareness Promotion Committee, we regularly revise our human rights awareness activities in light of business operations and changes in the business environment.

Related Information

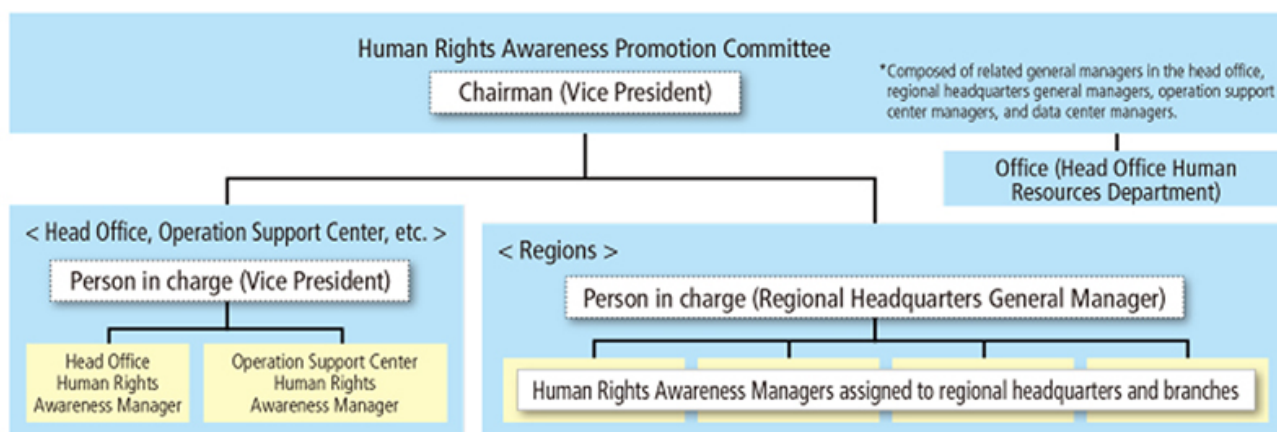
- ▶ [JAPAN POST BANK Human Rights Policy](#)

Human Rights Due Diligence

Defining risks	We are examining the potential and apparent human rights risks within the Bank, as well as risks indicated to us by our stakeholders during discussions. Risks are defined as priority risks after assessing them on their frequency and level of impact. The specified risks are being managed through monitoring conducted on a half-yearly basis.
Amendment and discussion	The JAPAN POST BANK Human Rights Awareness Promotion Committee discusses the Bank’s response to human rights issues and carries out a review and decision making regarding the JAPAN POST BANK Human Rights Policy. The contents of the policy are revised as necessary based on changes in the business environment and discussions with stakeholders.

Education and training	Human rights awareness training is conducted for all employees, regarding various issues such as those involving people with disabilities, foreigners, senior citizens, sexual diversity, and social minorities (outcast discrimination). We are also raising awareness through publishing a regular newsletter and conducting employee level-based training.
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Human rights awareness promotion system



Human Rights Awareness Activities

■ Implementing various types of training

The Bank conducts workplace harassment prevention training and human rights awareness training for all employees regarding various issues such as those involving people with disabilities, foreigners, senior citizens, sexual diversity, and social minorities (outcast discrimination). We are also raising awareness through means such as publishing a regular newsletter and conducting employee level-based training.

We collect and award human rights awareness slogans once every year and submit the slogans to external organizations, including the Japanese Bankers Association. Translated above.

Human rights-related training

Type of training	Times conducted	Target group
Training for new employees	Once per year	New employees (including mid-career employment)
Level-based and role-based human rights awareness training	Once per year	Eligible employees
Human rights awareness e-learning training	Once per year	All employees

Type of training	Times conducted	Target group
Newsletter Jinken Tsuushin (Human Rights Report) (Covering harassment and human rights awareness)	6 times per year (every second month)	All employees

■ Harassment Consultation Counter

We have developed a system where employees can securely seek consultation by ensuring each organization is staffed with one male and one female harassment consultant, who serve as internal contacts for consultation regarding various types of harassment and human rights violations. We have also set up external contact counters.

■ Requesting business partner cooperation in human rights considerations

We encourage our business partners to exercise respect for human rights.

Related Information

▶ Initiatives in the Supply Chain

[Japan Post Group's Approach to Procurement Activity](#) 

| LGBT-related Awareness Raising Activities

■ Ally Stickers

After conducting study seminars to deepen awareness regarding LGBT, we have distributed stickers to make it visually clear that the wearer of the sticker is an Ally,^{*1} so that LGBT customers and employees can feel safe and accepted.

^{*1} People who offer support and understanding for LGBT people.



■ Sponsorship of Tokyo Rainbow Parade 2021

The four companies of JAPAN POST GROUP sponsored the Tokyo Rainbow Parade 2021^{*2} as part of their efforts to support LGBT.

^{*2} An event held by the NPO Tokyo Rainbow Parade. The parade is held under the slogan, “Be yourself, have fun, be proud,” in order to help create a society where all people can be themselves and live positively with pride, regardless of sexual orientation or gender identity.

■ External Assessments

JAPAN POST BANK was awarded the highest gold evaluation for the third year in a row in the PRIDE Index with which the voluntary organization “work with Pride”^{*3} evaluates the efforts of companies in regard to LGBT.

^{*3} The goal of work with Pride is to provide information on creating workplaces in which LGBT persons in Japanese companies can be themselves. The organization offers opportunities for companies to work actively on LGBT issues.



work with Pride 2019 Conference held on October 11, 2019.

JAPAN POST BANK Diversity and Inclusion Department employee (center) participating in a panel discussion.



PRIDE Index Gold Award (Executive Officer, General Manager of the Diversity and Inclusion Department, Yoko Makino)

JAPAN POST BANK Human Rights Policy

1. With the goal of realizing our management philosophy of becoming "the most accessible and trustworthy bank in Japan," JAPAN POST BANK (hereafter, the Company) contributes to a safe, secure, and prosperous society by recognizing that respect for human rights is an important social responsibility and fulfilling our role accordingly.
2. As a member of JAPAN POST GROUP, a signatory to the United Nations Global Compact, the Company will not only comply with all applicable laws in regions in which it operates, but in respect to human rights will also adhere to the International Bill of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, as well as the United Nations' Guiding Principles on Business and Human Rights.
3. Our human rights policy applies to all Company officers and employees, who will work to build stronger ties with our customers by engaging in all business activities with the customer's point of view in mind. We also expect our stakeholders to respect human rights based on this policy.
4. The Company does not discriminate, including on the grounds of race, color, gender, sexual orientation, gender identity, language, religion, political affiliation, beliefs, nationality, social background, economic status, place of birth, or disability. We also aim to avoid indirect discrimination.
5. The Company respects each of its officers' and employees' human rights and is committed to providing a safe and comfortable working environment free from behaviors such as sexual harassment, power harassment, maternity harassment, bullying, and discrimination. Moreover, the Company will not tolerate human rights violations such as forced labor and child labor.
6. With the goal of fulfilling our responsibility in respecting human rights, we will promote educational activities aimed at raising awareness of various human rights issues, deepen the understanding of the importance of respect for human rights by each officer and employee, and work to reduce and avoid any negative impact on human rights. We will respond appropriately to any infringement on human rights.
7. The Company has established this policy after careful deliberation by the JAPAN POST BANK Human Rights Awareness Promotion Committee, which is charged with addressing human rights issues. We may review and revise this policy at any time based on changes to the business environment or discussions with stakeholders.

Initiatives in the Supply Chain

| CSR Procurement

Japan Post Group reviewed and updated the Japan Post Group's Approach to Procurement Activity in December 2018, and we ask that our business partners give consideration toward environmental and social issues so that we can achieve the 10 principles defined in the UN Global Compact.*

In July 2019, we formulated and published the Japan Post Group's CSR Procurement Guidelines. We have asked all business partners to comply with these guidelines since December 2020.

■ Japan Post Group's CSR Procurement Guidelines

- **Respect for human rights (including prohibition of forced labor and child labor)**

We require all business partners to ban forced labor, harassment, child labor and discrimination, as well as respect the human rights of their employees, treat them with dignity, and provide safe and comfortable workplaces following the international trend of valuing human rights.

- **Occupational safety and health**

We require all business partners to prevent unforeseen accidents and injuries by maintaining and improving the occupational health and safety environment for its employees and all others who work at their locations of business.

- **Consideration for the global environment**

We require all business partners to ensure the safety and health of all people while minimizing negative impacts on the national environment and ecosystems through full consideration toward the environment in terms of product manufacturing. Recognizing the importance of environmental conservation, we request that business partners strive toward management that is considerate of the environment in all aspects of business activities, including biodiversity conservation, resource recycling and reduction of greenhouse gas emissions.

- **Compliance with laws, regulations and social standards and development of a compliance system (including prohibition of corruption, bribery, etc.)**

We require all business partners to establish a compliance framework so that they can engage in business activities in compliance with applicable laws and social norms in the countries and regions where they operate, including prevention of corruption and bribery, as well as prevent legal violations and fraud of their company and employees, and quickly respond in the case of a problem.

- **Securing quality and safety of products and services**

We require all business partners to ensure thorough quality control and ensure that their products and services satisfy the safety standards set forth in the laws of each country. In addition, we require all business partners to establish a business continuity plan (BCP) for quickly restoring core operations in the event of an unforeseen contingency aimed at the stable supply of products.

- **Information security**

We require all business partners to implement defensive measures against computer network threats, manage information security so that no damages are incurred by their company or others, and appropriately manage and protect personal information of customers, third-parties and employees along with confidential information they receive.

- **Social contribution and harmonious coexistence with local communities**

We encourage all business partners to voluntarily engage in activities that contribute to the development of the international community and regional societies.

* Japan Post Group announced its support of the 10 principles in the four fields (human rights, labor, environment and anti-corruption) defined in the UN Global Compact in May 2008. Since then, we have been working toward CSR procurement.

Related Information

[Japan Post Group's Approach to Procurement Activity](#) 

[Japan Post Group's CSR Procurement Guidelines \(external website\)](#) 

Basic Stance (Corporate Governance)

- ▼ [Basic Policy on Corporate Governance](#)
- ▼ [Corporate Governance Report](#)
- ▼ [Compliance with the Corporate Governance Code](#)






With a view to its sustainable growth along with improvement of its corporate value over the medium to long term, JAPAN POST BANK attaches great importance to relationships with its all stakeholders, including shareholders, and will maintain its corporate governance system based on the following stance.







1. We will engage in constant value creation by providing banking services through the distribution network based on the post office, while continuously creating new convenience for customers, in pursuit of providing higher quality of service.
2. Fully recognizing fiduciary responsibilities to shareholders, we will give consideration to ensure the rights and equality of shareholders in an appropriate manner.
3. We will value the dialogue with all stakeholders including shareholders, and seek appropriate collaboration and sustainable coexistence therewith. To this end, we will ensure management transparency and strive for disclosure and provision of adequate information.
4. In order to promptly adapt to changes in economic and social environment and meet the expectation 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.

Basic Policy on Corporate Governance

[Basic Policy on Corporate Governance \(PDF/73KB\)](#) 

Reference Information

- [\(Reference 1\) Articles of Incorporation \(PDF/67KB\)](#) 
- [\(Reference 2\) Status of Concurrent Positions of Directors](#)
- [\(Reference 3\) Regulations of the Board of Directors \(PDF/82KB\)](#) 
- [\(Reference 4\) Management Philosophy](#)
- [\(Reference 5\) Medium-Term Management Plan \(PDF/1,225KB\)](#) 
- [\(Reference 6\) Basic Policies for the Internal Control System \(PDF/40KB\)](#) 
- [\(Reference 7\) Criteria for Election or Dismissal of Executive Officers \(PDF/47KB\)](#) 

- [\(Reference 8\) Reasons for Electing Executive Officers \(PDF/66KB\)](#) 
- [\(Reference 9\) Criteria for Nomination of Director Candidates \(PDF/51KB\)](#) 
- [\(Reference 10\) Reasons for the Nomination as Candidate for Director \(PDF/52KB\)](#) 
- [\(Reference 11\) Independent Director Appointment Standards \(PDF/28KB\)](#) 
- [\(Reference 12\) Policy for Determining the Details of Individual Compensation for Directors and Executive Officers \(PDF/121KB\)](#) 
- [\(Reference 13\) Basic Sustainability Policy \(PDF/307KB\)](#) 

Related Information

▶ [Policy for Determining Amount or Calculation Method of Compensation, etc., for Directors and Executive Officers](#)

Corporate Governance Report

[Corporate Governance Report \(PDF/450KB\)](#) 

Compliance with the Corporate Governance Code

The Bank has entirely implemented each principle of the Corporate Governance Code.

■ Policies for Cross-Shareholdings

The Bank does not hold listed shares as cross-shareholdings.

■ Evaluation of Effectiveness of the Bank's Board of Directors in FY 2021/3

Evaluation Method

The Bank's Board of Directors conducts discussions based on the results of a survey regarding the effectiveness of the Board of Directors as a whole in light of a self-evaluation by each director, and conducts an analysis and evaluation of the effectiveness of the Bank's Board of Directors.

Summary of evaluation results

The Bank's Board of Directors comprises a majority of outside directors with diverse knowledge and experience. Each director exchanges unreserved opinions from his or her respective standpoint and engages in vigorous discussions on important management issues.

In FY2020, in the midst of rapidly spreading novel coronavirus (COVID-19) infections, there were also efforts made to further upgrade and expand discussion, such as improving the remote attendance environment and improving the environment for previewing the explanatory materials used at Board of Directors' meetings. Including lively discussions and appropriate supervision on important management decision-making matters, such as the Medium-term Management Plan, we evaluate that the effectiveness of the Board of Directors as a whole has been ensured. However, prompted by cases of the fraudulent use of cashless payment services, we recognized that it is necessary for the Board of Directors to gain an understanding of important management issues at an earlier stage. For this reason, we recognize the early transmission of important information to the Board of Directors, the further clarification of important matters and issues in the explanatory materials used at Board of Directors' meetings, and the improvement of the follow-up methods for matters for continuous discussion as being among the future issues toward further improving the Board of Directors' effectiveness. We also recognize that there is room for improvement in the management of the Board of Directors, such as narrowing down the agenda items and allocating time according to their importance.

Initiatives for the future

Based on the recognition of issues described above, we will work to improve the explanatory materials used at Board of Directors' meetings and the management of the Board of Directors so that outside directors in particular will be able to demonstrate their knowledge to an even greater extent. At Board of Directors' meetings, improvements will be made to devote more deliberation time to important management issues. Through these measures, we will work to further revitalize discussions at the Board of Directors' meetings and further enhance the supervisory function of the Board of Directors.

Main Topics of Discussion at Board of Directors' Meetings in FY2021/3

- Formulation of Medium-term Management Plan(2021-2025)
- Risk Appetite Statement
- Formulation of FY2022/3 management plan
- Promotion of FY2021/3 management plan
- Responses to the fraudulent use of cashless payment services
- Customer-oriented service improvements
- Promotion of measures to counter money laundering/the financing of terrorism
- Strengthening of cyber security management systems
- Promotion of ESG
- Operational status of the "Basic Policies for the Internal Control System"

Related Information

- ▶ [ESG and CSR Data](#)
- ▶ [ESG-Related Information Index](#)

Corporate Governance System

▼ Board of Directors and Three Statutory Committees

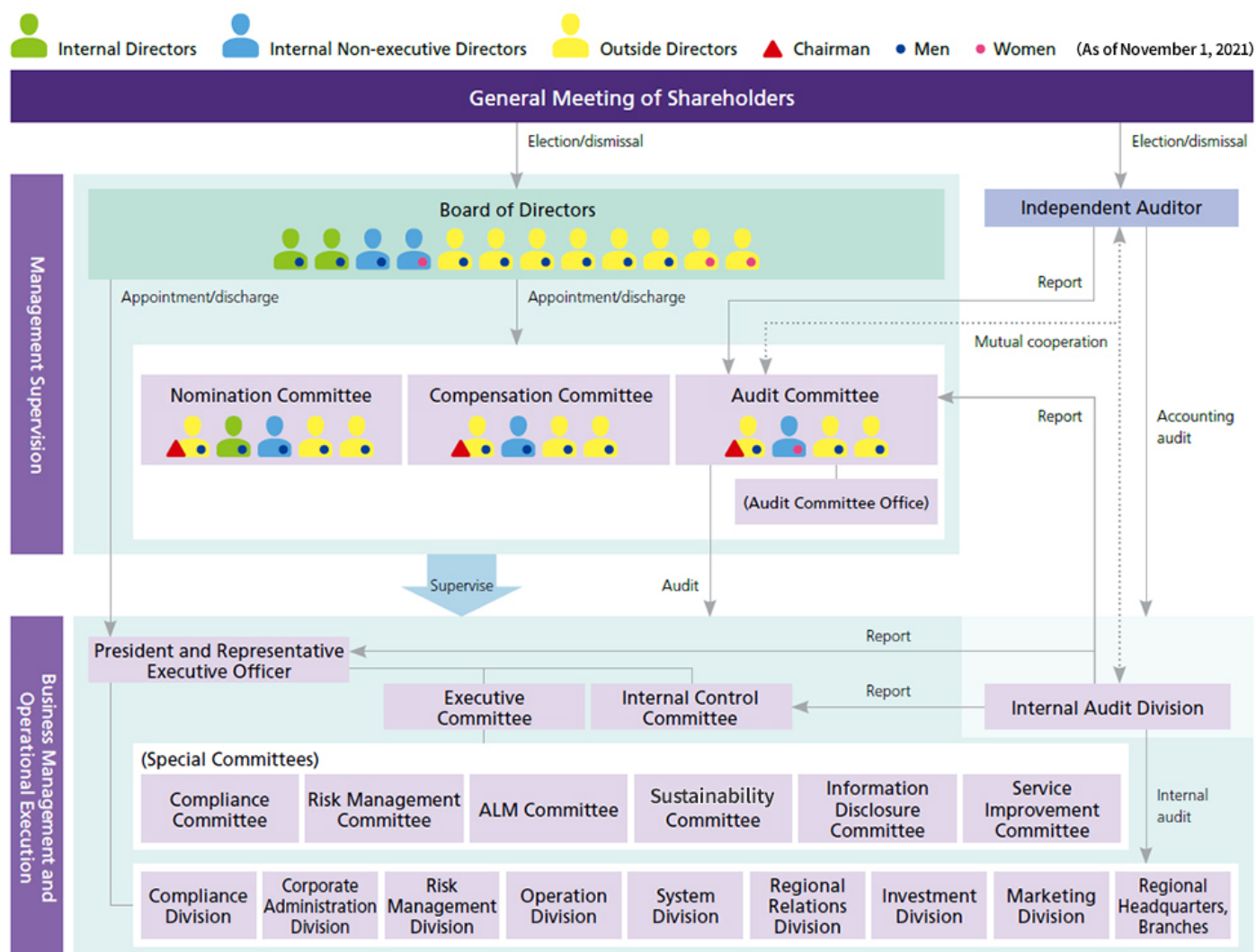
▼ Policy for Determining Amount or Calculation Method of Compensation, etc., for Directors and Executive Officers

▼ Support System for Outside Directors

| System Overview

JAPAN POST BANK has adopted the three statutory committees system of corporate governance in order to implement rapid decision-making and to increase management transparency. Accordingly, the Bank has established the Nomination Committee, the Compensation Committee, and the Audit Committee. In this way, the Bank has a system under which the Board of Directors and the three statutory committees can provide appropriate oversight of management.

System



Composition, Attendance Status, and Outside Director Skills for the Board of Directors and the Three Committees

		Board of Directors	Nomination Committee	Compensation Committee	Audit Committee
Internal Directors	Norito Ikeda	13 times/ 13 times	1 time/ 1 time		
	Susumu Tanaka	13 times/ 13 times			
Internal Non-executive Directors	Hiroya Masuda	11 times/ 11 times	1 time/ 1 time	2 times/ 2 times	
	Atsuko Onodera	11 times/ 11 times			14 times/ 14 times

Outside Directors	Katsuaki Ikeda	13 times/ 13 times		4 times/ 4 times	Chairman 18 times/ 18 times
	Ryoji Chubachi	13 times/ 13 times	2 times/ 2 times	Chairman 4 times/ 4 times	
	Keisuke Takeuchi	13 times/ 13 times	1 time/ 1 time	4 times/ 4 times	
	Makoto Kaiwa	13 times/ 13 times	Chairman 2 times/ 2 times		
	Risa Aihara	13 times/ 13 times			
	Hiroshi Kawamura	11 times/ 11 times			14 times/ 14 times
	Kenzo Yamamoto	10 times/ 11 times			14 times/ 14 times
	Shihoko Urushi	—	—	—	—

※ FY2021/3 (April 2020 to March 2021) attendance/meeting frequency (following appointment)

Skills Matrix

The Board of Directors is comprised of directors with diverse experience and knowledge.

Name		Experience / expertise						
		Management (Corporate Management)	Legal/ Compliance	Financial Accounting	Finance	Sales/ Digital Marketing	Human Resources Development	Administration
Norito Ikeda		●			●			
Susumu Tanaka					●			●
Hiroya Masuda		●						●
Atsuko Onodera							●	●

Name		Experience / expertise						
		Management (Corporate Management)	Legal/ Compliance	Financial Accounting	Finance	Sales/ Digital Marketing	Human Resources Development	Administration
Katsuaki Ikeda	Outside Independent	●		●	●			
Ryoji Chubachi	Outside Independent	●						
Keisuke Takeuchi	Outside Independent	●						
Makoto Kaiwa	Outside Independent	●						
Risa Aihara	Outside Independent	●				●		
Hiroshi Kawamura	Outside Independent		●					
Kenzo Yamamoto	Outside Independent				●			
Shihoko Urushi	Outside Independent	●					●	

Features of JAPAN POST BANK Corporate Governance (As of November 1, 2021)

Adopted a company with **three statutory committees system** to accelerate management decision-making and improve transparency

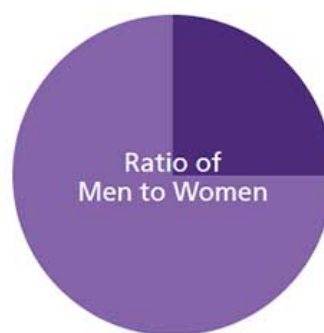
Internal directors
34%



Outside directors
66%

Gender **diversity** on its Board of Directors

Men
75%



Women
25%

The three committees **mainly comprise outside directors**

Nomination Committee
Number of members

Outside directors **3**

Internal directors **2**

Compensation Committee
Number of members

Outside directors **3**

Internal director **1**

Audit Committee
Number of members

Outside directors **3**

Internal director **1**

Board of Directors / Committees, etc.

1 Board of Directors

The Board of Directors shall comprise diverse directors with extensive knowledge and experience coupled with deep insight. Moreover, the number of directors shall be an appropriate number that does not exceed 20, as prescribed by the Articles of Incorporation, and the majority shall comprise independent directors.

2 Nomination Committee

This committee determines the criteria regarding the election and dismissal of directors. In addition, it determines the content of proposals regarding the election and dismissal of directors that are submitted to general meetings of shareholders.

3 Compensation Committee

This committee decides the Policy for Determining the Details of Individual Compensation for Directors and Executive Officers. It also decides the content of individual compensation for executive officers and directors.

4 Audit Committee

This committee audits the execution of duties by executive officers and directors and prepares audit reports and determines the content of proposals regarding the election and dismissal of accounting auditors and the refusal to reelect accounting auditors to be submitted to a shareholders meeting.

5 Business Management and Operational Execution (Executive Officers)

The Executive Officers, who are selected by the Board of Directors, are responsible for conducting business operations. The President and Representative Executive Officer makes full use of the authority and responsibility delegated to him by the Board of Directors in the conduct of business operations. We have introduced a performance-linked stock compensation system utilizing a trust as part of our compensation for our Executive Officers. The objectives of the system are to further enhance the awareness of the Executive Officers of the Bank regarding the importance of contributing to sustainable growth and enhancing the Bank's corporate value over the medium and long terms, by clarifying the link between the Executive Officers' compensation and the share value of the Bank. Accordingly, the compensation of the Executive Officers of the Bank shall consist of a "base salary" component as fixed compensation, and a "performance-linked stock compensation" component as variable compensation.

6 Executive Committee

The Executive Committee has been established as an advisory body to the President and Representative Executive Officer to hold discussions on important business execution matters.

7 Internal Control Committee

The Internal Control Committee has been established as an advisory body to the President and Representative Executive Officer to hold discussions on the legal, regulatory and other compliance-related issues as well as other important internal control matters.

8 Special Committees

The Special Committees assist the Executive Committee in matters requiring specialized discussions.

Roles of Special Committees

Compliance Committee	The Compliance Committee formulates compliance systems and programs and holds discussions and provides reports regarding progress in these matters.
Risk Management Committee	The Risk Management Committee formulates risk management systems and operational policies. The committee also holds discussions and provides reports regarding progress in risk management matters.
ALM Committee	The ALM Committee formulates basic ALM plans and operational policies, determines management items, and holds discussions and provides reports regarding progress in these matters.
Sustainability Committee	The Sustainability Committee formulates basic policies and action plans for Sustainability and holds discussions and provides reports regarding progress in these matters.
Information Disclosure Committee	The Information Disclosure Committee formulates basic information disclosure policies, holds discussions, and provides reports on disclosure content and progress in order to ensure the appropriateness and effectiveness of information disclosure.
Service Improvement Committee	The Service Improvement Committee discusses and reports on the content of the policy relating to customer-oriented business operations, the formulation of plans relating to the improvement of customer-oriented products and services and other important items including the status of implementation.

■ Elections and Dismissals of Executive Officers, Nominations of Director Candidates

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

Related Information

[Criteria for Election or Dismissal of Executive Officers \(PDF/31KB\)](#) 

[Criteria for Nomination of Director Candidates \(PDF/51KB\)](#) 

Policy for Determining Amount or Calculation Method of Compensation, etc., for Directors and Executive Officers (As of July 1, 2021)

In regard to compensation for the Bank's directors and executive officers, the Compensation Committee has prescribed the policy for determining the details of individual compensation for directors and executive officers as follows, and it determines the amount of compensation in accordance with this policy.

■ 1. Compensation system

1. When serving concurrently as a director and executive officer, compensation shall be paid for the position of executive officer.
2. Compensation that directors of the Bank receive shall be paid in the form of a fixed amount of compensation corresponding to duties, in light of the scope and scale of responsibility relating to management, and the like.
3. Compensation that executive officers of the Bank receive shall be paid in the form of a base salary (a fixed amount of compensation) and performance-linked stock compensation, and shall function as a sound incentive for sustainable growth.

■ 2. Compensation for directors

Compensation for directors shall be paid as a certain level of a fixed amount of compensation corresponding to duties, in light of the main role of supervision of management, and the level shall be an appropriate one that takes into account the scale of duties as a director and the current situation of the Bank.

■ 3. Compensation for executive officers

Compensation for executive officers shall be paid in the form of a certain level of base salary (a fixed amount of compensation), in light of differences in responsibility that varies according to the job position, and performance-linked stock compensation that reflects the state of achievement of management targets, and the like.

The level of base salary shall be an appropriate one that takes into account the scale of duties of the executive officer and the current situation of the Bank.

In regard to stock compensation, based on the viewpoint of a sound incentive for sustainable growth, points that are calculated by multiplying the sum of basic points corresponding to separately prescribed duties and evaluation points based on individual evaluation by a coefficient that varies according to the state of achievement of management targets shall be granted every year, and shares corresponding to the points accumulated at the time of retirement from office shall be provided. However, a certain percentage of this shall be paid in the form of money obtained by converting the shares into cash.

Furthermore, in the case of a person who is an executive officer in charge of an area that requires special knowledge and skills and, based on the compensation corresponding to his/her duties, would receive a significantly lower level of compensation than what an officer in charge of such an area would generally receive at other companies, it shall be permitted to adopt compensation that refers to the level of compensation at other companies instead of compensation corresponding to duties.

Type	Payment standard	Payment method
Base salary (fixed amount)	Appropriate level taking into account scale of duties and the Bank's current situation	Monthly (cash)
Stock compensation (performance linked)	<p>The points calculated by the following formula are awarded each year, and the stock is paid according to the number of accumulated points.</p> <p>①Basic points (awards correspond to prescribed duties) ②Evaluation points (award based on individual evaluation) ③Coefficient (varies according to level of achievement of management plan)* $(①+②) \times ③$</p>	At time of retirement (shares, however a certain portion in cash)

* The indicators for FY2021/3 include net income for the period, expansion of sales of assets under management as well as of fees and commissions, increased sophistication of asset and risk management

I Support System for Outside Directors

The Bank shall take the following actions in relation to directors to ensure the effective and smooth operation of meetings of the Board of Directors and enhance the effectiveness of supervision by outside directors, in particular.

1. Coordination of an annual schedule with sufficient time available
2. Timely and appropriate provision of information as necessary
3. Ensuring sufficient prior explanation and time for prior consideration of the content of agenda items
4. Ensuring time for questions at Board of Directors' meetings

In addition, the Bank shall establish the Board of Directors Office and allocate appropriate staff for operational support to effectively and efficiently carry out meetings of the Board of Directors, and for communication and coordination with outside directors.

Related Information

- ▶ [ESG and CSR Data Section: “Compensation for Directors”](#)
- ▶ [ESG and CSR Data](#)
- ▶ [ESG-Related Information Index](#)

Compliance System

▼ [Basic Stance](#) ▼ [Compliance System](#) ▼ [Compliance Initiatives](#)

| Basic Stance

For Japan Post Bank, compliance comprises adherence not only to laws and regulations but also to internal rules, social standards of behavior, and corporate ethics by all directors and employees. We are striving to be the most trustworthy bank in Japan, and consequently we view compliance as an important management issue. Accordingly, we conduct rigorous compliance activities.

Although the Bank has outsourced banking services to JAPAN POST Co., Ltd., it takes the increasing internal crime within the Group seriously, including the incidents announced in April and June 2021 regarding the long-term and high-value cash fraud committed at the post office in Nagasaki Prefecture. For every case, the Group pays compensation to the affected customers. Alongside this, the Bank has joined with JAPAN POST Co., Ltd., to analyze the incident's causes and examine preventative measures, working to strengthen and ensure thorough compliance in order to eliminate future scandals.

Related Information

▶ [Customer Protection](#)

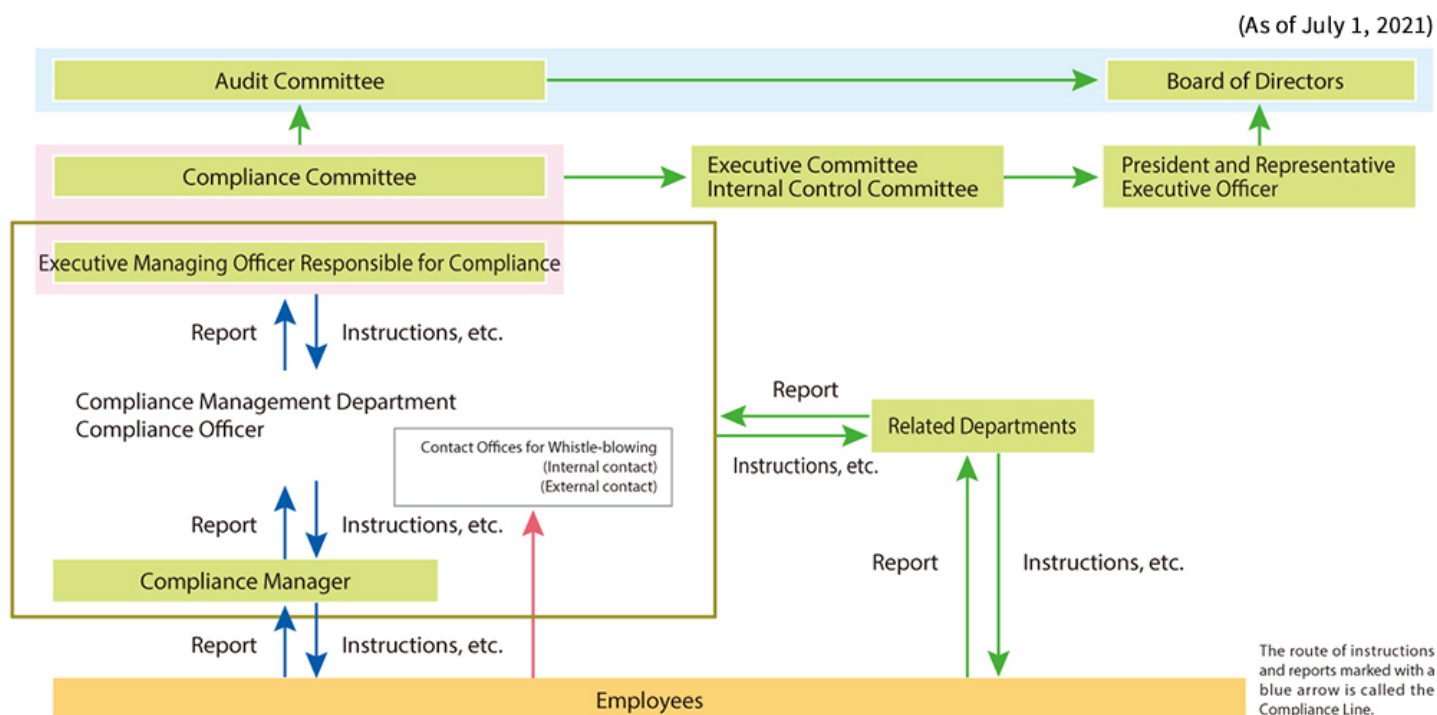
| Compliance System

The Bank has established the Compliance Committee, which is composed of Executive Officers responsible for compliance-related issues. The committee holds discussions on important compliance-related matters and reports on their progress once a month to the Internal Control Committee, the Board of Directors, and the Audit Committee.

In addition, the Bank has established the Compliance Management Department under the leadership of the Executive Managing Officer responsible for compliance. The department formulates compliance promotion plans and manages their progress.

We have also appointed compliance officers in departments such as sales, who monitor the progress of compliance-related measures, as well as compliance managers in each department, who are responsible for mentoring employees and promoting compliance.

Compliance System



■ Contact Offices for Whistleblowing

“Contact offices for whistleblowing” have been put in place both within and outside of the Bank to enable direct reports to be made in the event that compliance-related issues, or actions that may lead to such issues, are detected. In this way, the Bank is striving to prevent the occurrence and expansion of problems concerning compliance and quickly solve issues should they occur.

We protect whistleblowers by thoroughly ensuring that they do not receive any disadvantage or unfair treatment, and employees who treat whistleblowers unfairly on the basis that they made a report are subjected to disciplinary action according to our internal rules.

In April 2021, we revised the Bank’s internal rules in order to allow more secure whistleblowing by clarifying the limits within which reports received at our contact offices will be shared and stipulating that information will not be provided beyond these limits for sharing without the consent of the whistleblower. We received 212 reports in FY2020/3 and 194 reports in FY2021/3 at the contact offices for whistleblowing within and outside of the Bank.

I Compliance Initiatives

Every year the Bank formulates a Compliance Program, which serves as a detailed action plan for the promotion of compliance.

On the basis of this program, the Bank strives to promote compliance through addressing important matters and regularly checking their progress. The Bank also uses methods to strongly encourage compliance such as conducting training sessions for its employees.

In addition, to serve as a specific guide to remaining in full compliance, the Bank formulated a Compliance Manual, which brings together the Bank's approach to compliance and important action items as well as the management of conflict of interest transactions, the prohibition of acts that fall under bribery, and the other laws to be observed. The manual is used in our compliance training sessions for our directors and employees, and we are working to ensure the proper understanding of its contents. The Bank has also distributed a "Compliance Handbook" to all directors and employees that summarizes the essential points to be understood from the Compliance Manual.

In this way, the Bank has formed its compliance system and created a framework that allows this system to function effectively by implementing initiatives that promote compliance.

Outline of Main Measures

- Prevention of fraud
- Countering money laundering and financing of terrorism
- Countering antisocial forces
- Customer-oriented business operations and customer protection
- Creating employee-friendly working environments

■ Initiatives to Counter Money Laundering and Financing of Terrorism

In accordance with the Financial Services Agency's "Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism", Japan Post Bank establishes its basic policy for measures against money laundering and the financing of terrorism and is implementing management-driven measures as this is the most important management agenda.

Specifically, from the standpoint of preventing the Bank's products and services from being misused, the Bank identifies and evaluates the money laundering and financing of terrorism risks in terms of the characteristics of business, relevant laws and regulations, etc., and takes appropriate measures to effectively mitigate these risks.

The management is proactively taking the leading role in implementing the measures against money laundering and the financing of terrorism with the support of relevant outside professionals. The Bank nominates the senior management and senior manager who are responsible for this mission and clarifies the roles and responsibilities of all the managers and employees, and implements the countermeasures.

■ Basic Policy for Combating against Antisocial Forces

The Bank as an organization combats against Antisocial Forces that threaten the sound social order and corporate activities. The Bank is never involved in any illegal or antisocial behavior associated with antisocial forces. The Bank blocks and excludes relationships with relevant antisocial forces by cooperating with external organizations such as the police, etc.

In order to ensure this, the Bank has established its “Basic Policy for Combating against Antisocial Forces.”

Related Information

► [Basic Policy for Combating against Antisocial Forces](#)

Framework in place for the elimination of antisocial forces

(1) Internal Rules

The Bank outlines the specific details of its internal rules based on the above Basic Policy.

(2) Response Management Department and Unreasonable Demands Prevention Officers

The Bank has established a Response Management Department responsible for ensuring the Bank is not involved in relationships with antisocial forces. The department carries out planning and management etc., of the Bank’s response to antisocial forces. Unreasonable Demands Prevention Officers have also been staffed in locations such as our headquarters and branches, in charge of countering unreasonable demands from antisocial forces.

(3) Alliances with external specialist organizations

The Bank’s branches etc., respond to antisocial forces through alliances with external specialist organizations, such as the Center for Removal of Criminal Organizations. As part of normal practice, we also build close relationships with the organizations such as the police, reporting to them in the event of emergencies, and we engage in consultation with lawyers whenever necessary.

(4) Collection and management of information relating to antisocial forces.

The Response Management Department for antisocial forces is responsible for the collection of information relating to antisocial forces and arranging a system for its integrated management.

(5) The Bank has created a manual outlining a specific framework for responding to antisocial forces in order to facilitate a systematic and integrated response.

(6) Training activities

The Bank recognizes its response to antisocial forces as an important matter concerning compliance, and it is working to properly educate employees through compliance training, etc.

■ Measures Aimed at Managing Conflicts of Interest

The JAPAN POST GROUP has released the Japan Post Group Conflicts of Interest Management Policy. This Policy governs the management of conflicts of interest transactions by our Group as a whole in order to prevent our customers' interests from being unduly harmed.

In line with this Policy, Japan Post Bank has put in place a system for the proper management of transactions that have the potential to create conflicts of interest and to prevent customer interests from being unduly harmed. Among a host of initiatives, the Bank has set up the Compliance Management Department to assume responsibility for managing and controlling conflicts of interest.

Related Information

▶ [Conflicts of Interest Management Policy](#)

■ Anti-Bribery Initiatives

To prevent bribery, as well as inappropriate payoffs and their enjoyment, the Bank has established rules for when entertaining or exchanging gifts with business partners or government officials, and it is providing education about these rules through means such as training.

Specifically, the Bank has established rules stipulating that employees must obtain the approval of their supervisor before providing or receiving entertainment or gifts. Additionally, through the Compliance Handbook, directors and employees are made aware that the giving of gifts to government officials and accounting auditors is prohibited by law, and that they must not accept any inappropriate payoffs.

■ Initiatives to raise director and employee awareness regarding compliance

Japan Post Bank is implementing compliance training through a range of different methods to raise the awareness of our directors and employees in regard to compliance. These methods include lectures by experts with diverse knowledge, newsletters to help staff fully understand internal rules, DVDs that present real examples, and e-learning to reinforce knowledge about compliance.

We are striving to be the most trustworthy bank in Japan, and we are working to raise awareness of compliance through implementing diverse types of training in light of changes in our social and business environment.

Training Topics

1. Countering money laundering and financing of terrorism
2. Prevention of insider trading
3. Protection of personal information and information security
4. Harassment prevention



Image of training

Conflicts of Interest Management Policy

Japan Post Bank manages transactions with potential conflicts of interest between our customers and the bank based on the Japan Post Group Conflicts of Interest Management Policy. We engage in business in an appropriate manner to avoid unfair damage to customer interests.

The Japan Post Group Conflicts of Interest Management Policy is as described below.

| Japan Post Group Conflicts of Interest Management Policy

Japan Post Group (“the Group”) conducts business activities fairly based on laws, ordinances and internal regulations so that the interests of customers are not unduly impaired due to transactions that may give rise to a conflict of interest.

1. The following representative examples of companies in Japan Post Group (“Group companies”) fall within the scope of the Conflicts of Interest Management Policy.
 - Japan Post Bank Co., Ltd.
 - Japan Post Insurance Co., Ltd.
 - Japan Post Co., Ltd.
2. The Group will manage conflicts of interest for the transactions stipulated below.
 - (1) Transactions that may unduly impair the interests of customers among the following transactions:
 - Transaction with a customer that has an interest in one of the Group companies based on an agreement
 - Transaction with a party that has conflicting interests or is competing with a customer that has an interest in one of the Group companies based on an agreement
 - Transaction that makes wrongful use of information gained from a customer with an interest in one of the Group companies based on an agreement
 - (2) Any transaction aside from the aforementioned that may unduly impair the interests of the customer due to a conflict of interest

3. The Group will select one or a combination of the following methods and other measures to manage transactions with a conflict of interest:
 - (1) Separate the business unit conducting the target transaction and the business unit conducting the secondary transaction with the customer
 - (2) Amend the terms and conditions or method of the target transaction or the secondary transaction with the customer
 - (3) Discontinue the target transaction or the secondary transaction with the customer
 - (4) Properly disclose to the customer that the target transaction may unduly impair his or her interests
4. The Group will establish a department that handles conflicts of interest independent from business departments that will specify target transactions and properly manage conflicts of interest. In addition, the Group will educate and train executives and employees so that they comply with laws, ordinances and internal regulations set down regarding the management of conflicts of interest.
5. The Group will continuously review its management stance regarding conflicts of interest and strive to make improvements.

Basic Policy for Combating against Antisocial Forces

The Bank as an organization combats against Antisocial Forces that threaten the sound social order and corporate activities. The Bank is never involved in any illegal or antisocial behavior associated with antisocial forces. The Bank blocks and excludes relationships with antisocial forces by cooperating with relevant external organizations such as the police, etc.

The following details each action.

1. **Response as an organization**

With regard to antisocial forces, the Bank's attitude toward antisocial forces is clearly stated in the JAPAN POST GROUP's charter of corporate conduct and internal rules, etc., and the Bank as a whole from top management to employee level responds to antisocial forces. The Bank protects the safety of management and staff members who respond to antisocial forces.

2. **Alliance with the external organizations**

The Bank always maintains close relationships with the relevant external organizations such as the police, the center for removal of criminal organizations and lawyers.

3. **Cutting off all the relationship including normal banking transactions**

The Bank never establishes relationships with antisocial forces including normal banking transactions. Their undue claims are rejected.

4. **Civil and criminal legal action is taken**

If confronted with undue claims by antisocial forces, legal action is taken from both civil and criminal perspectives.

5. **Prohibition of backroom deal and the provision of funds**

The Bank's actions never take the form of backroom deals. The Bank never provides funds to Antisocial Forces.

Risk Management

- ▼ Basic Stance
- ▼ Risk Categories and Definitions
- ▼ Risk Management System
- ▼ Integrated Risk Management
- ▼ Risk Appetite Framework
- ▼ Response to Cybersecurity
- ▼ Response to Pandemic Infectious Diseases

Basic Stance

We place a high priority on risk management and are taking steps to refine our sophisticated framework for risk management, including the identification and control of the risks associated with our operational activities.

Our basic policy is to appropriately manage risks in view of our management strategies and risk characteristics and most effectively utilize our capital. By doing so, we are able to increase enterprise value while maintaining sound finances and appropriate operations.

Risk Categories and Definitions

We define our risks and classify them into the following categories, and manage these risks based on the unique characteristics of each type of risk.

Risk Category	Risk Definition
Market risk	Market risk is the risk of loss resulting from changes in the value of assets and liabilities (including off-balance sheet assets and liabilities) due to fluctuations in risk factors such as interest rates, foreign exchange rates and stock prices and the risk of loss resulting from changes in earnings generated from assets and liabilities.
Market liquidity risk	Market liquidity risk is the risk that a financial institution will incur losses because it is unable to conduct market transactions or is forced to conduct transactions at far more unfavorable prices than under normal conditions due to a market crisis and the like.
Funding liquidity risk	Funding liquidity risk is the risk that a financial institution will incur losses because it finds it difficult to secure the necessary funds or is forced to obtain funds at far higher interest rates than under normal conditions due to a mismatch between the maturities of assets and liabilities or an unexpected outflow of funds.

Risk Category	Risk Definition
Credit risk	Credit risk is the risk that a financial institution will incur losses from the decline or elimination of the value of assets (including off-balance sheet assets) due to deterioration in the financial condition of an entity to which credit is provided.
Operational risk	Operational risk is the risk of loss resulting from inadequate operation processes, inadequate activities by officers and employees and inadequate systems or from external events.

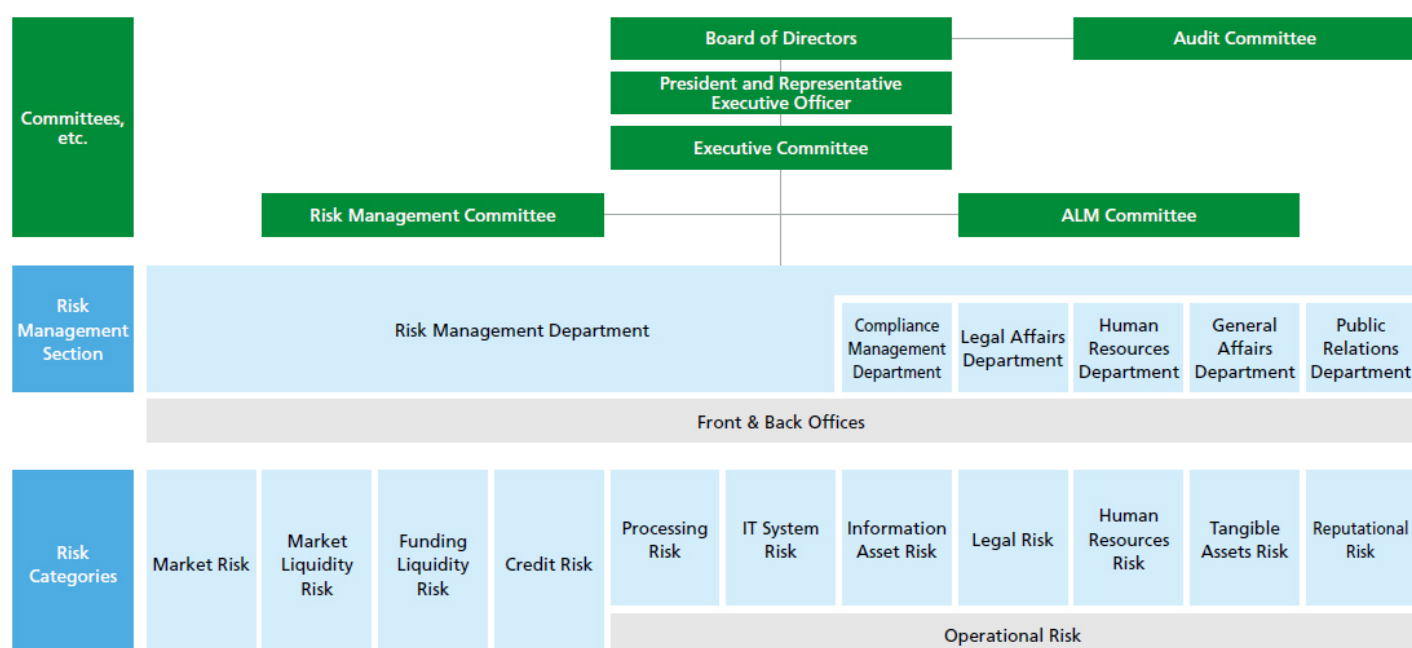
Risk Management System

The Bank has identified certain risk categories outlined in the table below. Various entities have been established to manage each risk category. In addition, we have put in place the Risk Management Department, which is responsible for monitoring each risk category in an integrated manner in order to ensure the effectiveness of our comprehensive risk management.

The Risk Management Department operates independently from other departments. We have established special advisory committees to the Executive Committee to handle risk management responsibilities: the Risk Management Committee and the ALM Committee. These advisory committees submit risk management reports based on risk characteristics and hold discussions about risk management policies and systems.

Prior to launching new products, services, or businesses, we assess potential risks and select appropriate methods to measure risks.

Risk Management System (As of July 1, 2021)



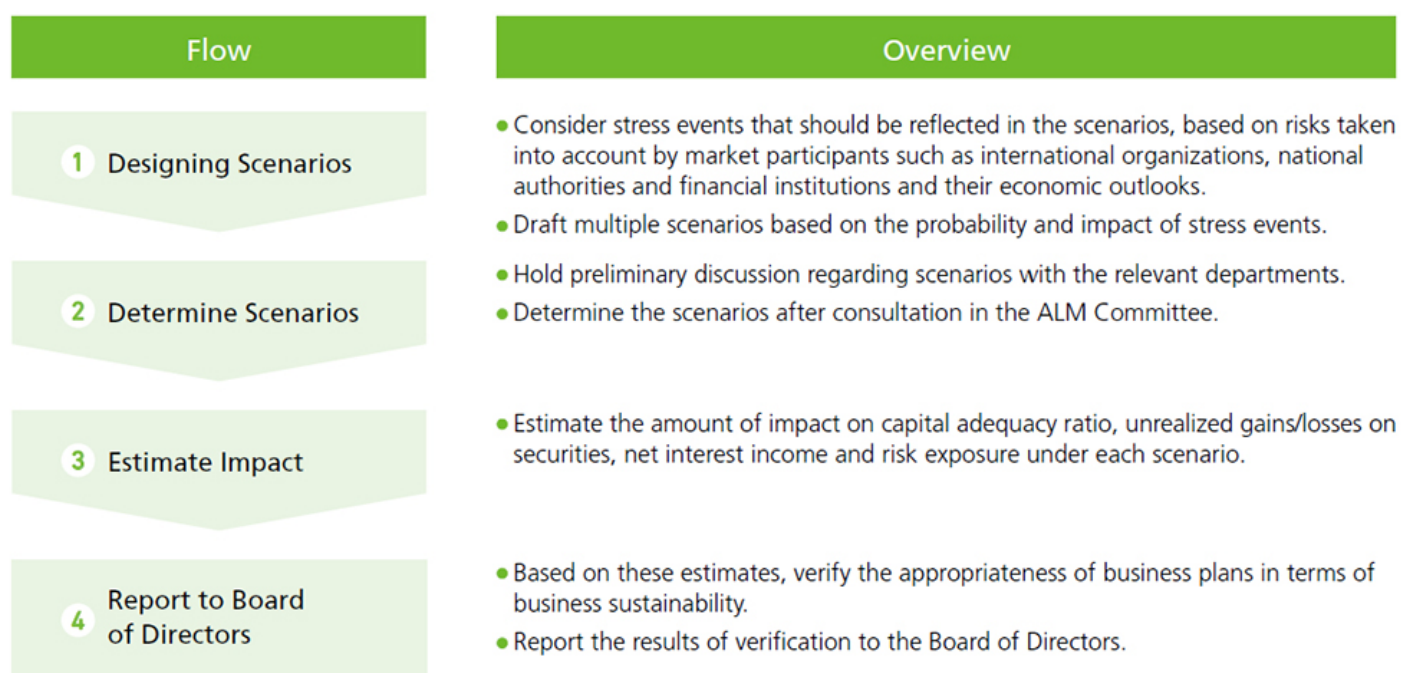
| Integrated Risk Management

We broadly classify and define risks into five categories and manage risk by using both quantitative and qualitative approaches.

In our quantitative approach, we have introduced integrated risk management that quantifies and controls risk. Specifically, we establish in advance a total amount of equity capital that is available to take on risk, or risk capital. Risk capital is then allocated to each business (allocation of risk capital) in accordance with the type of expected risk and nature of the business activities. To quantify market risk and credit risk and control risk exposure, we use value at risk (“VaR”) techniques. VaR is a statistical method used to compute the maximum expected loss based on assets and liabilities held at given probabilities and for given periods of time.

In addition, we perform stress tests based on multiple stress scenarios that assume deterioration in macroeconomic conditions to assess the impact on our financial condition and capital adequacy ratio, for the purpose of verifying the appropriateness of business plans from the forward-looking standpoint of business sustainability.

Performing Stress Tests



In our qualitative approach, which is used in conjunction with the quantitative methodology, we assess the nature of the risks. For instance, for operational risk we have established a plan, do, check, action (“PDCA”) cycle that recognizes, evaluates, manages, and mitigates risk across our business activities.

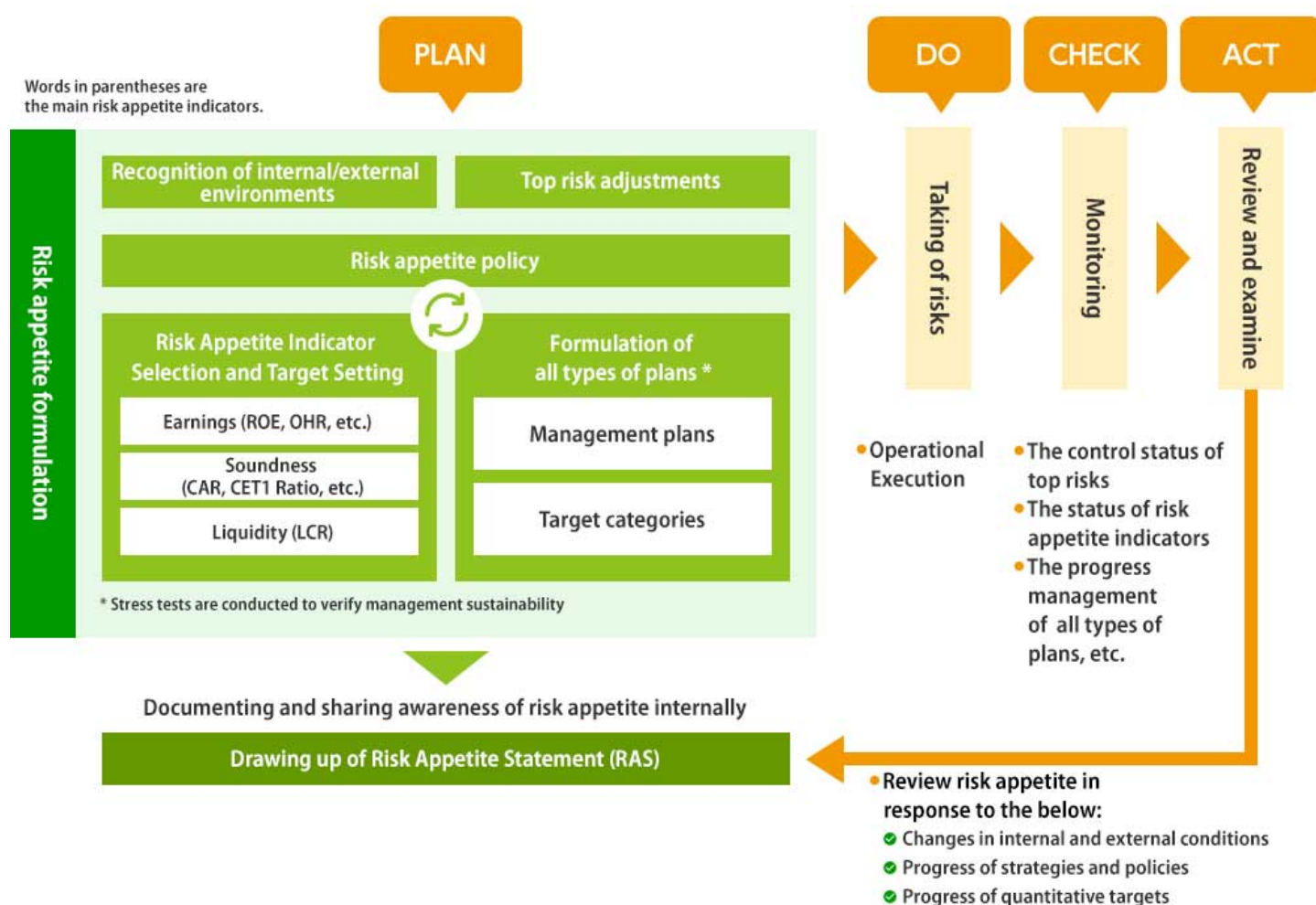
Subject to the total amount of allocated capital approved by the Board of Directors, the allocation of risk capital is determined by the president and Representative Executive officer following discussions in the ALM Committee and the Executive Committee.

Risk Appetite Framework

The Bank introduced a Risk Appetite Framework (RAF)^{*1} to ensure profitability over the medium to long term and financial soundness. Based on the RAF, risk appetite policies and indicators as well as top risks are discussed in conjunction with the formulation of management plans.

^{*1} A business management framework used as common language between banks pertaining to all aspects of risk-taking policies, including the capital distribution and profit maximization of risk appetites (the type and total quantity of risks a company should willingly take on to fulfil its business plans after taking into account the unique aspects of the company's own business model).

Risk Appetite Framework Management Process



■ Selection of Top Risks

Within the RAF framework, Japan Post Bank selects the top risks that we recognize as potentially having a particularly significant impact on our business, performance, and financial position. These risks are selected following deliberation by the Board of Directors and Executive Committee and in consideration of their degree of impact and probability.

Moreover, we reflect the actions we take against the selected risks in our management plans and take additional action as necessary following regular checks of the control status.

Top risks and measures

Top risk	Main measures
Insufficient customer-oriented business operations	<ul style="list-style-type: none"> Quality controls for customer-oriented business operations Appropriate disclosure of information, improved second-line^{*2} functions, deeper discussions in Special Committees, etc.
Cyberattacks	<ul style="list-style-type: none"> Sound execution of cybersecurity action plans
Pandemics, major disasters	<ul style="list-style-type: none"> Take measures to prevent the spread of infection, and ensure the continuity of important operations
Economic and social changes, Advancements in technology, etc.	<ul style="list-style-type: none"> Promote digitalization with safety and security as the top priorities Secure new revenue sources, drive new business, and improve the income and expenditure of existing services
Money laundering/Terrorist financing	<ul style="list-style-type: none"> Improve systems and enhance measures against money laundering/terrorist financing
System disruptions	<ul style="list-style-type: none"> Improve system monitoring, etc. Formulate contingency plans, and conduct emergency response training
Climate change risks, etc.	<ul style="list-style-type: none"> Build up ESG investments (targeted) Improve disclosures based on qualitative and quantitative analysis of transition risks and physical risks
Market/Credit/Liquidity risk, etc.	<ul style="list-style-type: none"> Improve portfolio stress tolerance Improve internal control systems from the standpoint of being an internationally active bank Improve specialized human resources in investing and risk management

^{*2} Management divisions such as the Risk Management and Compliance Division, etc.

| Response to Cybersecurity^{*3}

In addition to our banking-related systems, the communication network systems we use for the performance of business operations play a vital role in our business. While transactions using the internet and smartphones have increased with the remarkable development of digital technology in recent years, the advance in sophistication and skill in methods of cyberattacks has brought increasing risk to financial institutions.

As a result of this, the Bank regards the risk of cyberattacks as one of the top risks in management and works to continuously improve cybersecurity through management leadership.

To reduce cyber risks the Bank has put in place a dedicated department for cybersecurity and assigned a CISO (Chief Information Security Officer). It has also appointed personnel with expertise, and it is collaborating with external specialized organizations to analyze and respond to new methods of attack, while maintaining defense in depth and detection measures.

To provide safer and more secure services to our customers, we will continue to advance improvements in our cybersecurity system.

^{*3} To make sure that no problems arise, including the leakage of or tampering with electronic data, failure of IT and control systems to perform their expected functions.

Outline of the Initiative

The Bank works to strengthen its cybersecurity system in accordance with third party assessments and recommendations based on the FFIEC-CAT,^{*4} which is used internationally as a tool to evaluate the cyber threat management systems of financial institutions.

FFIEC-CAT evaluations

1. Cyber Risk Management and Oversight (governance, risk management, resources, training and culture)
2. Threat Intelligence and Collaboration (threat intelligence, monitoring and analyzing, information sharing)
3. Cybersecurity Controls (preventative controls, detective controls, corrective controls)
4. External Dependency Management (connections, relationship management)
5. Cyber Incident Management and Resilience (incident resilience planning and strategy, detection, response, and mitigation, escalation and reporting).

^{*4} A tool designed by the Federal Financial Institutions Examination Council (FFIEC) to assess the maturity of cybersecurity in financial institutions.

■ JAPAN POST GROUP Executive Declaration on Cybersecurity

The Japan Post Group recognizes that cybersecurity measures are a priority issue in management and has formulated the JAPAN POST GROUP Executive Declaration on Cybersecurity.

■ Group Cyber Security System

Under governance of the holding company Japan Post Holdings, we have been developing a cybersecurity management system for the Japan Post Group.

Related Information

[Japan Post CyberSecurity Measures](#) 

■ Strengthening Security for Yucho Direct

We are strengthening the security of Yucho Direct as a measure to protect our customers' important savings from illegal transactions.

■ Response to the Fraudulent use of Cashless Settlement Services

Following the announcement on September 9, 2020, regarding the fraudulent use of its cashless settlement services, the Bank has been working to strengthen the security of its cashless services (immediate transfer services).

Related Information

▶ [Response to Cashless Settlement Service Security](#)

| Response to Pandemic Infectious Diseases

■ Responses/Systems to Combat Novel Coronavirus (COVID-19)

If COVID-19-like infection occurs that is considered to have a serious impact on life and health due to its rapid nationwide spread, the Bank will endeavor to prevent the infection from spreading to its customers, business partners, and employees. In parallel, we have in place an established Business Continuity Plan (BCP) for new influenza and other viruses.

We have also put in place a system that allows us to establish a Crisis Management Committee and other bodies that, depending on the stage of the occurrence in Japan and overseas, can respond swiftly, such as by collecting and coordinating information, preventing infections, and establishing a business continuity system.

Specific Responses to COVID-19

- From the perspective of ensuring the safety of our customers and employees, we have reduced the number of counters and suspended proactive sales activities through visits and at counters, installed plastic sheets to prevent infection from droplets at counters, and requested customers to consider using Yucho Direct Internet banking service as well as to avoid congestion on pension payment dates, etc. For our employees, we have also taken measures to prevent the spread of infection such as staggered working hours, shift work, and teleworking.
- In principle, all post offices, branches, and ATMs of the Bank continue to operate. In addition, a business continuity system has been ensured through flexible staffing and backup from multiple locations for important operations such as cash deposits, withdrawals and settlements, which are necessary for customers' daily lives.
- Alongside cooperating with government policy aimed at accelerating vaccination and reducing the burden on local governments in regard to vaccine administration, we commenced workplace vaccination in June 2021, in order to ensure the health and safety of employees and the stable provision of the Group's services.



Internal Audit System

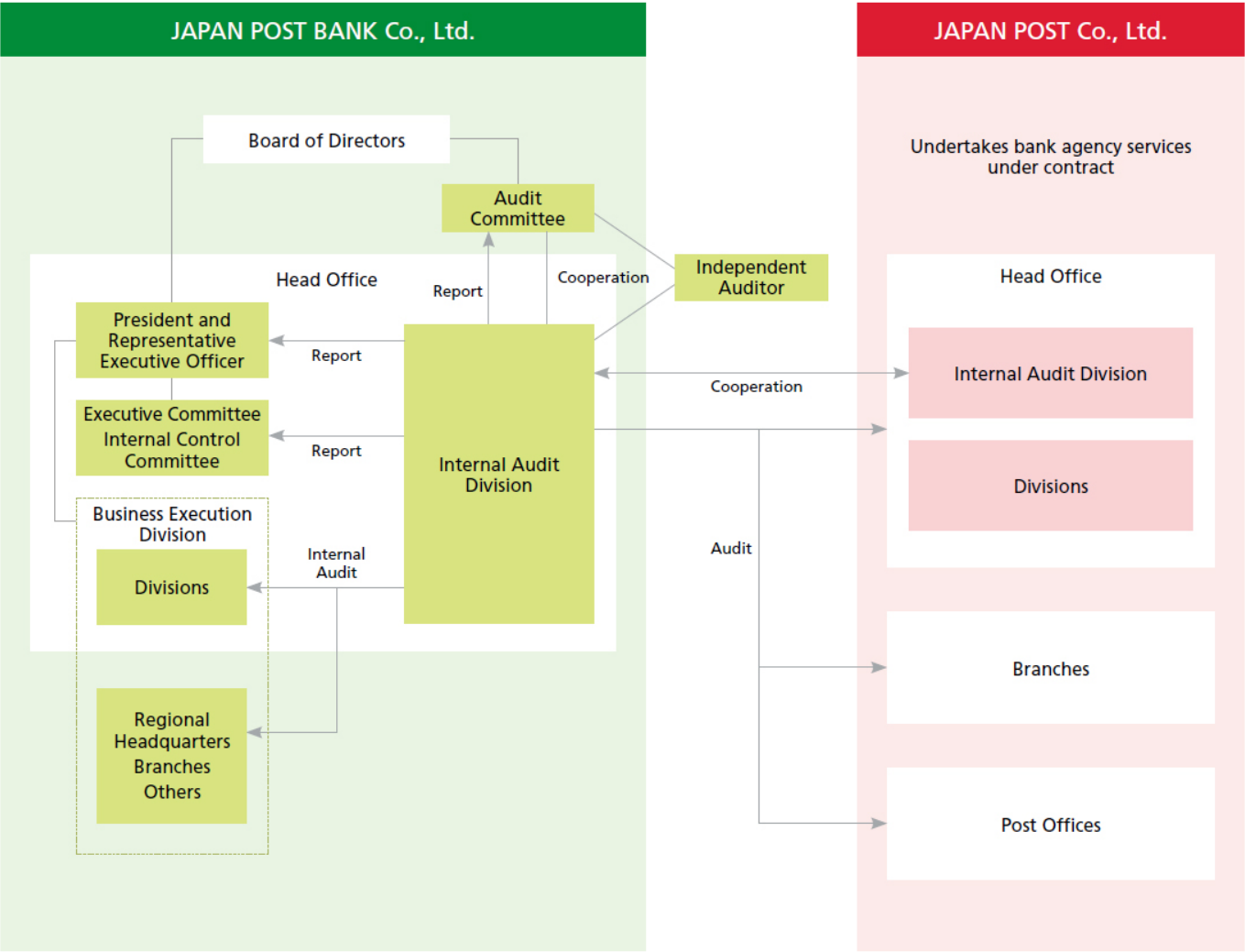
| Internal audit by the independent Internal Audit Division

The Internal Audit Division is independent from operating divisions in the head office. The division contributes to the sound and proper conduct of the Bank's operations by inspecting and assessing the Bank's operational execution and internal control systems. In this way, the Bank collects important information about the operations of audited divisions in a timely and appropriate manner. In light of issues such as those involving the mistreatment of investment trusts and the fraudulent use of cashless payment services, a check focused on customer-oriented operations has been added to the Internal Audit Division's responsibilities, and the division is working to strengthen its risk assessment abilities when performing audits.

In accordance with, for example, the International Standards for the Professional Practice of Internal Audit of the Institute of Internal Auditors (IIA), the Internal Audit Division conducts audits of the head office divisions, Regional Headquarters, Branches, Administration Service Centers, Operation Support Centers, Seal Card Management Center, ATM Management Centers, Data Centers, Credit Card Collection Service Center and other work sites. Through these audits, the division verifies the appropriateness and effectiveness of operational execution and internal control systems, including compliance and risk management. In addition, the Internal Audit Division audits JAPAN POST, which undertakes bank agency services under contract. In these audits, the Internal Audit Division verifies the appropriateness of the internal control systems that are related to bank agency operations, including compliance and risk management.

In regard to major issues that are found in an audit, the division offers recommendations for correction and improvement to each department. It also confirms the progress of these improvements and provides reports to the President and Representative Executive Officer, the Board of Directors, and the Audit Committee.

Internal Audit System



Tax Initiatives

▼ [Appropriate Tax Payment](#)

| Appropriate Tax Payment

Japan Post Bank believes that tax payments are one of the social responsibilities of a corporation. Japan Post Bank complies with tax-related laws and pay taxes appropriately. In addition, Japan Post Bank endeavors to enhance corporate governance related to taxes, and strives to raise awareness of tax compliance through education and training programs.

Financial statements, including tax expenses, etc., are approved by the Board of Directors and disclosed appropriately in disclosure documents.

Japan Post Bank operates solely in Japan, and any income taxes are paid only within Japan.

External Assessments

▼ ESG Indices ▼ Other External Assessments ▼ Miscellaneous Initiatives

ESG Indices

We have been selected for inclusion in several ESG indices in recognition of our past ESG initiatives.

MSCI Japan Empowering Women Select Index (WIN)

An index composed of companies that are leading in promoting and maintaining gender diversity, created by MSCI. For more details, please see the following page.

MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

[MSCI Japan Empowering Women Select Index \(WIN\)](#) 

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Euronext Vigeo Eiris World 120 Index

An index composed of the best 120 companies as evaluated by Vigeo Eiris in terms of corporate social responsibility. For more details, please see the following page.

[EURONEXT Vigeo Eiris World 120 Index](#) 

Other External Assessments

We have received recognition from various outside organizations for our positive workplace environment, consideration toward human rights, and environmental initiatives.



Platinum Kurumin

Ministry of Health Labour and Welfare: Certification as a childcare support company when certain conditions are met. For more details, please see the following page.



Tomonin Mark

Japan Post Bank was accredited by the Ministry of Health, Labour and Welfare for its activities as a company promoting the development of work environments that enable the balancing of work and nursing care. For more details, please see the following page.



2021 Certified Health and Productivity Management Outstanding Organization Recognition Program

Ministry of Economy Trade and Industry / Nippon Kenko Kaigi: Certification for corporations and other organizations that provide health management for employees (this system was designed by METI). For more details, please see the following page.



PRIDE Index Gold

We received the highest ranking from work with Pride (private organization) in its assessment index for initiatives targeted at LGBT and other sexual minorities in the workplace. For more details, please see the following page.

NIKKEI Smart Work

★★★★ 2021

Nikkei Smart Work Management Survey 3.5 Stars

During the 4th Nikkei Smart Work Management Survey, which selects companies leading advances in productivity innovation through work style reforms, Japan Post Bank received 3.5 stars. For more details, please see the following page.

NIKKEI SDGs

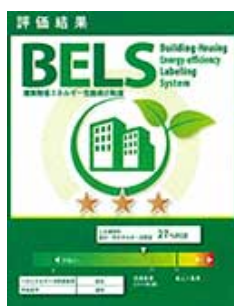
経営調査 2020 ★★★★★

Nikkei SDGs Management Survey 3.5 Stars

Japan Post Bank has been recognized as a 3.5 star entity under the 2nd Nikkei SDGs Management Survey. The survey is a comprehensive examination of corporate attitudes towards solutions to environmental, social, and economic issues (contributions to the SDGs), as well as the details of SDGs-related businesses.

21st in the Best 100 Companies for Women's Empowerment and 3rd in the Banking Sector

We ranked 21st in the Best 100 Companies for Women's Empowerment and 3rd in the Banking Sector in the survey on companies utilization of women in the workplace conducted by Nikkei Woman magazine. For more details, please see the following page.



Building-Housing Energy-efficiency Labeling System (BELS) 3 Star Rating

Some of Japan Post Bank's facilities have received a three-star rating under the Building-Housing Energy-efficiency Labeling System (BELS). For more details, please see the following page.

| Miscellaneous Initiatives

We cooperate and support a number of international initiatives.

Cooperation with Capital as a Force For Good

Japan Post Holdings Co., Ltd. and Japan Post Bank cooperate in Capital as a Force For Good, a project run by the United Nations. For more details, please see the following page.

[Capital as a Force For Good](#) 

Endorsement of the TCFD's Recommendations and Participation in the TCFD Consortium

Japan Post Bank participates in the TCFD Consortium, a group of companies and financial institutions that endorse the TCFD Recommendations working on initiatives together. For more details, please see the following page.

[TCFD Consortium](#) 

ESG and CSR Data

▼ Environment ▼ Society ▼ Corporate Governance ▼ Others

Environment

Energy consumption data

			FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Scope 1 (direct energy consumption)	Facilities	Fuel oil (GJ)	1,077	1,982	1,513	1,197	1,752
		Light oil (GJ)	0	0	27	3	7
		Heavy oil (GJ)	14,722	14,858	13,401	11,968	12,199
		Cogas (GJ)	5	152	414	231	386
		City gas (GJ)	49,408	49,248	50,415	49,625	51,980
	Vehicles	Gasoline (GJ)	32,727	33,435	34,148	32,491	19,307
		Light oil (GJ)	–	–	72	89	46
		Total (GJ)	97,939	99,675	99,990	95,605	85,678
Scope 2 (indirect energy consumption)		Steam (GJ)	8,105	7,850	8,490	9,305	10,514
		Hot water (GJ)	6,995	8,059	11,131	12,896	13,754
		Cold water (GJ)	55,374	60,992	72,000	72,320	74,094
		Electric power (GJ)	891,433	859,570	850,879	792,096	803,109
		Total (GJ)	961,907	936,471	942,500	886,617	901,471
Scope 1 and scope 2 energy consumption total		(GJ)	1,059,846	1,036,146	1,042,490	982,222	987,149

Energy usage per unit

	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Total facility energy consumption (GJ)	1,027,119	1,002,710	1,008,270	949,639	967,795
Oil equivalent of energy used (total) ^{*1} (kl)	26,500	25,870	26,013	24,501	24,969
Total floor area (m ²)	514,538	510,783	520,706	524,541	547,889
Energy usage per unit ^{*2} (kl/m ²)	0.05150	0.05065	0.04996	0.04671	0.04557

^{*1}The oil equivalent of energy used (total) is calculated by multiplying total facility energy consumption by the crude oil conversion coefficient.

^{*2}Energy usage per unit is the total crude oil equivalent of energy used divided by the total floor area utilized by Japan Post Bank.

Greenhouse gas emissions

			FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Scope 1 (direct CO2 emissions) ^{*1}	Facilities	Fuel oil (t-CO2)	73	134	103	81	119
		Light oil (t-CO2)	0	0	2	0	0
		Heavy oil (t-CO2)	1,020	1,030	929	829	845
		Cogas (t-CO2)	0	9	24	14	23
		City gas (t-CO2)	2,464	2,456	2,514	2,475	2,592
	Vehicles	Gasoline (t-CO2)	2,194	2,242	2,290	2,179	1,295
		Light oil (t-CO2)	—	—	5	6	3
		Total (t-CO2)	5,751	5,871	5,867	5,584	4,877
Scope 2 (indirect CO2 emissions) ^{*1}		Steam (t-CO2)	340	329	356	390	441
		Hot water (t-CO2)	303	347	490	580	544
		Cold water (t-CO2)	2,462	2,688	3,385	3,563	2,676
		Electric power (t-CO2) ^{*4}	45,005	44,033	43,635	37,814	35,338
		Total (t-CO2)	48,110	47,397	47,866	42,347	38,999
Scope 1 and scope 2 CO2 emission total ^{*1}		(t-CO2)	53,861	53,268	53,733	47,931	43,876
CO2 emission per unit		(tCO2/m ²) ^{*2}	0.10041	0.09990	0.09879	0.08721	0.07771
		(t-CO2/million yen) ^{*3}	0.02839	0.02605	0.02912	0.02664	0.02254

^{*The Bank's greenhouse gas emissions refer only to CO2 from the consumption of energy.}

^{*1}CO2 emissions are the total sum of energy consumption multiplied by a pre-determined emission index for each class of energy.

*2The CO2 emission total(excluding vehicle data) divided by the total floor area utilized by JAPAN POST BANK.

*3The target is facilities and vehicles. The CO2 emissions are divided by Japan Post Bank's ordinary income (unit: millions of yen).

*4The adjusted emissions coefficient*5 has been used for the electric power emissions coefficient since FY2020/3.

*5The adjusted emissions coefficient is calculated by adjusting the basic emissions, which are calculated using the basic emissions coefficient, with the CO2 emissions adjusted in relation to the feed-in tariff scheme for renewable energy, and the CO2 emissions (t-CO2) offset through GHG reduction credit, etc.

Scope 3 (other greenhouse gas emissions)

		FY2019/3	FY2020/3	FY2021/3
Category 1 (purchased goods and services)	Emissions relating to the manufacture of purchased goods and other items (uniforms, copy paper, passbooks, cards, forms) used in the provision of principal services (t-CO2)	39,095	42,174	41,704
Category 2 (capital goods)	Emissions relating to the manufacture of vehicles and ATMs required in the provision of principal services (t-CO2)	12,471	1,912	11,861
Category 3 (fuel- and energy-related activities not included in scope 1 or scope 2)	Emissions relating to the generation of heat and electric power consumed in the course of the Bank's business activities (t-CO2)	3,371	6,334	6,366
Category 6 (business travel)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during business travel (t-CO2)	1,664	1,622	658
Category 7 (employee commuting)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during their commute to and from work (t-CO2)	4,869	4,746	4,520
Category 12 (end-of-life treatment of sold products)	Emissions relating to the end-of-life treatment of passbooks and cards used in the provision of principal services (t-CO2)	81	60	64
Category 16 (other)	Emissions relating to the consumption of electric power consumption by ATMs installed outside the Bank's branch network (t-CO2)	7,089	5,360	4,633
Total CO2 emissions		68,639	62,208	69,806

Note:

1.Japan Post Bank is undergoing independent third-party ISO 14064-3 certification in connection with its greenhouse gas emissions (scope 1, 2 and 3).

Certifications are conducted at the JAPAN POST Group as a whole. Certifications of facilities that are tenanted by other companies in the Group (such as directly managed branches) are undertaken by the owner company. The scope of certification includes all of the Bank's branches, including that portion.

2.Category 16 (Other) emissions relating to the consumption electric power by ATMs installed outside the Bank's branch network is a re-statement of those included in scope 2.

[FY2021/3 Greenhouse Gas Emissions Certification Report \(PDF/1,073 KB\)](#) 

[FY2020/3 Greenhouse Gas Emissions Certification Report \(PDF/864 KB\)](#) 

[FY2019/3 Greenhouse Gas Emissions Certification Report \(PDF/504 KB\)](#) 

Water consumption (main facilities)

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Water consumption	Clean water (m ³)	125,913	120,685	115,099	104,706	110,901
	Sewage (m ³)	104,335	105,727	94,837	88,161	91,933

Waste (head office)

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
General waste	(t)	14.7	13.4	153.3	98.8	102.4
Recycled general waste	(t)	0.0	0.0	145.1	89.5	87.9
Industrial waste	(t)	25.7	24.0	24.2	30.3	31.8
Recycled industrial waste	(t)	25.7	24.0	23.0	28.9	30.8
Copying paper purchase amount	(t)	86.6	76.2	70.6	112.3	63.6
	Regenerated paper purchase rate	100%	100%	100%	100%	100%

Note: The amount of document disposal has been included in the amount of general waste, and the amount of large-sized refuse in the amount of industrial waste from fiscal 2019.

Society

Employee Management

Employee Data (excluding short-term contract and part-time employees)

(As of March 31)

			FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Number of employees (people)*	Men		7,978	7,869	7,575	7,302	7,174
	Women		4,987	5,140	5,225	5,175	5,234
	Total		12,965	13,009	12,800	12,477	12,408
Number of employees by age group (people)	Under 30	Men	823	856	812	750	728
		Women	1,358	1,437	1,450	1,290	1,222
		Total	2,181	2,293	2,262	2,040	1,950
	30s	Men	1,218	1,130	1,083	1,045	1,045
		Women	914	986	1,036	1,144	1,232
		Total	2,132	2,116	2,119	2,189	2,277
	40s	Men	3,519	3,334	3,045	2,816	2,518
		Women	1,821	1,673	1,552	1,465	1,393
		Total	5,340	5,007	4,597	4,281	3,911
	Over 50	Men	2,418	2,549	2,635	2,691	2,883
		Women	894	1,044	1,187	1,276	1,387
		Total	3,312	3,593	3,822	3,967	4,270
	Total	Men	7,978	7,869	7,575	7,302	7,174
		Women	4,987	5,140	5,225	5,175	5,234
		Total	12,965	13,009	12,800	12,477	12,408
Average Age	Men		44.5	44.6	45.0	45.4	45.9
	Women		39.4	39.4	39.6	40.3	40.9
	Overall		42.5	42.5	42.8	43.3	43.8
Average years of employment	Men		21.2	21.3	21.6	22.0	22.5
	Women		15.9	15.7	15.8	16.0	16.4
	Overall		19.1	19.0	19.2	19.5	19.9
Average salary (excluding short-term contract and part-time employees) (million yen)			Approx. 6.55	Approx. 6.55	Approx. 6.69	Approx. 6.76	Approx. 6.75

*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 short-term contract and part-time employees.

New hires

(As of April 1)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Major career track (people)	Men	67	50	43	47	32
	Women	66	52	40	41	26
	Total	133	102	83	88	58
	Percentage of women	49.6%	51.0%	48.2%	46.6%	44.8%
Area key position track (people)	Men	146	92	48	40	21
	Women	263	210	103	102	68
	Total	409	302	151	142	89
	percentage of females	64.3%	69.5%	68.2%	71.8%	76.4%
New hires (people)	Men	213	142	91	87	53
	Women	329	262	143	143	94
	Total	542	404	234	230	147
	Ratio of women	60.7%	64.9%	61.1%	62.2%	63.9%
Retention rate of new graduate employee* (As of the end of March)		84.7%	83.7%	78.6%	83.7%	-

*Rate of new graduate employees with three years of continuous service as of the end of each fiscal year.

New hires (mid-career hires)

(As of March 31)

		2017	2018	2019	2020	2021
Number of mid-career hires (people)	Men	21	8	6	13	-
	Women	7	1	5	4	-
	Total	28	9	11	17	-
	Percentage of women	25.0%	11.1%	45.5%	23.5%	-
Percentage of mid-career hires	Percentage of mid-career hires compared to new hires	4.9%	2.2%	4.5%	6.9%	-

Number and percentage of women in Corporate officer

(As of July 1)

		2017	2018	2019	2020	2021
Number and percentage of women in Corporate officer	People	5	5	6	5	5
	Percentage	13.8%	13.8%	16.6%	14.2%	13.8%

Number and percentage of women in managerial positions

(As of April 1)

			2017	2018	2019	2020	2021
Number and percentage of women in managerial positions (total)	People		249	277	318	345	358
	Percentage		11.5%	12.7%	14.4%	15.3%	15.7%
Number and percentage of women in managerial positions	Director to corporate officer	People	51	57	57	59	65
		Percentage	7.8%	8.6%	8.5%	8.7%	8.9%
	Section manager to director	People	198	220	261	286	293
		Percentage	13.1%	14.5%	16.9%	18.1%	18.9%
	Section chief to section manager	People	525	555	593	612	645
		Percentage	23.2%	23.8%	25.6%	26.6%	28.0%

Number and percentage of mid-career hires in managerial positions

			FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Number and percentage of mid-career hires in managerial positions	People		215	242	254	246	254
	Percentage	Percentage compared to total employees in managerial positions	9.9%	11.1%	11.5%	10.9%	11.2%
		Percentage compared to total mid-career hires	32.1%	35.8%	38.4%	38.0%	39.0%

Number of contract workers

(As of March 31)

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Fixed-term contract worker	Men	806	647	628	627	613
	Women	4,266	1,727	1,589	1,307	1,135
	Total	5,072	2,374	2,217	1,934	1,748
Permanent contract worker	Men	0	140	133	137	132
	Women	0	2,136	1,990	1,896	1,852
	Total	0	2,276	2,123	2,033	1,984
Contract worker total	Men	806	787	761	764	745
	Women	4,266	3,863	3,579	3,203	2,987
	Total	5,072	4,650	4,340	3,967	3,732
Contract worker ratio		28.1%	26.3%	25.3%	24.1%	20.6%
Contract worker ratio	Men	9.2%	9.1%	9.1%	9.5%	9.1%
	Women	46.1%	42.9%	40.7%	38.2%	32.2%

Appointments from contract worker to full-time employee

(As of April 1)

		2017	2018	2019	2020	2021
Number of appointed full-time employees (people)	Men	13	29	18	24	9
	Women	43	92	86	78	70
	Total	56	121	104	102	79

Employees with Disabilities

(As of June 1)

		2017	2018	2019	2020	2021
Employees with Disabilities	People	374	380	379	367	354
	Ratio	2.52%	2.56%	2.68%	2.74%	2.71%

Note: The number of persons employed and employment rate include those contracted to JAPAN POST CHALLENGED Co., Ltd.

Other indexes

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Number of re-employment system users (people)* ^{1, 4}		118	154	168	198	82
Number of displaced workers (people)* ²		311	370	478	423	406
Job level-based training* ³	Total participants	3,493	4,012	3,251	2,399	1,401
	Total training hours	131,965	106,953	90,627	66,508	20,643

*¹A system that advocates continued employment after retirement in line with spirit of the Act on Stabilization of Employment of Elderly Persons.

*²Retirees are not included in the number of displaced workers.

*³The number of job level-based training participants and the number of training hours have been calculated from fiscal 2017.

*⁴Due to the extension of the retirement age in FY2021/3, employees with continuous full-time employment have been excluded. (Only the number of employees who have resigned and been reemployed are counted.)

■ Work-life Balance Management

Paid Holiday Utilization Rate

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Paid Holiday Utilization Rate	Average (days)	17.7	18.0	18.1	18.7	18.4
	Percentage*	88.7%	89.8%	90.7%	94.3%	93.1%

*The paid holiday utilization rate is presented as a ratio of the number of paid holiday utilization to the number of days granted each year.

Child care leave/Family care leave

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Child care leave takers (people)* ¹	Men	167	160	136	139	156
	Women	155	155	155	192	205
	Total	322	315	291	331	361
Ratio of Employees Taking Childcare Leave* ²	Men	-	78.9%	91.2%	87.0%	98.8%
	Women	-	100.0%	100.0%	100.0%	100.0%
	Total	-	88.1%	95.8%	94.2%	99.5%
Partial child care leave takers (people)	Men	10	16	12	13	8
	Women	312	362	388	456	473
	Total	322	378	400	469	481

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Child care leave return rate		100.0%	97.6%	96.2%	98.9%	100.0%
Retention rate after child care leave *3		100.0%	96.4%	96.6%	96.2%	96.8%
Family care leave takers (people)		13	16	18	28	17
	Men	3	7	7	8	5
	Women	10	9	11	20	12
Partial family care leave takers (people)		1	4	9	8	8
	Men	0	2	3	2	3
	Women	1	2	6	6	5

*1The number of childcare leave takers is the total number of employees who took leave in that fiscal year. This includes spouses who take paternity leave.

*2Rate of employees taking childcare leave = [No. of employees who had commenced a period of childcare leave by the time of the survey (including employees who submitted a leave application) / No. of employees who had given birth or had a partner that had given birth] x 100

*3Retention rate = (Employees who are still with the Bank 12 months after returning from childcare leave / Total number of employees who returned from childcare leave in that fiscal year) x 100

Overtime Working Hours

	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Average overtime work (hours)*	12.8	11.2	10.6	9.8	7.4

*Monthly average number of overtime working hours calculated on a fiscal year basis.

Work-related accidents

	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Accident rate per 1,000 people*	0.43%	0.33%	0.56%	0.35%	0.78%

*Ratio of occupational accidents for each fiscal year per 1,000 employees.

Corporate Governance

Directors

(As of July 1)

	2017	2018	2019	2020	2021
Directors (people)	13	11	13	12	12
Outside directors (people)	8	7	9	8	8
Female directors (people)	2	2	3	3	3

Board of Directors

Chairman ^{*1}	Percentage of outside directors ^{*1}	No. of meetings held/average attendance rate ^{*2}				
		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Norito Ikeda	66.7%	12	12	12	12	13
		95.1%	98.7%	98.6%	97.3%	99.4%

^{*1}As of July 1, 2021.

^{*2}Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

Nomination Committee

Chairman ^{*1}	Percentage of outside directors ^{*1}	No. of meetings held/average attendance rate ^{*2}				
		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Makoto Kaiwa	60.0%	2	2	3	3	2
		90.0%	100.0%	100.0%	92.0%	100.0%

^{*1}As of July 1, 2021.

^{*2}Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

Audit Committee

Chairman ^{*1}	Percentage of outside directors ^{*1}	No. of meetings held/average attendance rate ^{*2}				
		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Katsuaki Ikeda	75.0%	14	14	15	15	18
		98.6%	98.6%	97.6%	98.7%	100.0%

^{*1}As of July 1, 2021.

^{*2}Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

Compensation Committee

Chairman *1	Percentage of outside directors*1	No. of meetings held/average attendance rate*2				
		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Ryoji Chubachi	75.0%	4	2	3	2	4
		90.0%	100.0%	100.0%	88.0%	100.0%

*1As of July 1, 2021.

*2Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

Compensation for Directors (excluding outside directors)

	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Number of persons (people)	29	31	31	30	30
Amount of compensation (million yen)	694	783	815	760	750
Amount of fixed compensation (million yen)	601	650	681	647	645
Amount of variable compensation (million yen)	52	116	127	100	90
Retirement bonus for directors* (million yen)	37	13	2	9	11
Others (million yen)	3	3	3	2	2

*Despite abolishing its director and executive officer retirement benefits system in June 2013, JAPAN POST BANK pays a retirement bonus to directors and executive officers who continue to serve for the term of their office from the date of assumption to the date the director and executive officer retirement benefits system was abolished at the date of retirement.

Others

Initiatives to improve customer satisfaction

	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Customer satisfaction level (satisfaction rate)*	78.3%	81.3%	76.8%	71.1%	68.5%
Total participants in the Dementia Supporter Training program as of the fiscal year-end (people).	Approx. 13,000	Approx. 14,000	Approx. 15,000	Approx. 15,600	Approx. 15,800

*Source : "Customer Satisfaction Investigation" by Japan Post Group (Total of "extremely satisfied," "satisfied" and "slightly satisfied" respondents)

Financial Education

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Financial Education	Schools	49	63	71	67	0
	Classes held (times)	74	109	149	91	0

*Visiting lessons were not conducted during FY2021/3 due to the COVID-19 pandemic.

Piggy Bank Design Contest for Children

		FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3
Piggy Bank Design Contest for Children	Applicant schools	11,227	11,026	10,834	10,704	8,536
	Applicant school ratio (To total number of elementary schools)	56.3%	54.9%	54.5%	54.2%	43.7%
	Participating students (people)	796,917	770,084	758,820	718,593	298,593
	Donation (yen)*	7,969,170	7,700,840	7,588,200	7,185,930	7,000,000

*The donation amount is ¥10 per design entered, however, in FY2021/3 ¥7 million was donated, including 20,000 stationary items, due to a reduction in participants because of the impact of COVID-19.

GRI Content Index

- ▼ General Disclosures
- ▼ Management Approach
- ▼ Economic
- ▼ Environmental
- ▼ Social

This chart compares Japan Post Bank initiatives with the Sustainability Reporting Guidelines (GRI Standards) of the Global Reporting Initiative (GRI).

General Disclosures

Disclosure	Content of Indicators (excerpt)	References
1. Organizational profile		
102-1	Name of the organization	▶ Profile
102-2	Activities, brands, products, and services	▶ Profile
102-3	Location of headquarters	▶ Profile
102-4	Location of operations	▶ Profile
102-5	Ownership and legal form	▶ Profile
102-6	Markets served	▶ Annual Report The Path of Value Creation Features for Creating Value

Disclosure	Content of Indicators (excerpt)	References
1. Organizational profile		
102-7	Scale of the organization	<p>► Annual Report</p> <p>Features for Creating Value Financial Highlights (Non-Consolidated) Financial Section Consolidated Financial Statements Non-Consolidated Financial Statements</p>
102-8	Information on employees and other workers	<p>► ESG and CSR Data</p> <p>Section: "Society" "Employee Management"</p>
102-9	Supply Chain	<p>► Initiatives in the Supply Chain</p>
102-10	Significant changes to the organization and its supply chain	<p>► Management Strategy</p> <p>(Medium-Term Management Plan)</p>
		<p>► Annual Report</p> <p>Value Creation</p>
102-11	Precautionary Principle or approach	<p>► Risk Management</p>
102-12	External initiatives	<p>► Relationship with International Frameworks (SDGs)</p>
		<p>► External Assessments</p> <p>Miscellaneous Initiatives</p>
102-13	Membership of associations	<p>► External Assessments</p> <p>Miscellaneous Initiatives</p>
2. Strategy		
102-14	Statement from senior decision-maker	<p>► Message from the President</p>
		<p>► Annual Report</p> <p>Top Message</p>
102-15	Key impacts, risks, and opportunities	<p>► Risk Management</p>

Disclosure	Content of Indicators (excerpt)	References
3. Ethics and integrity		
102-16	Mechanisms for advice and concerns about ethics	▶ Management Philosophy
		▶ Group Management Philosophy & Group Management Policy
		▶ Basic Policy for Fiduciary Duties
		▶ Basic Policy for Combating against Antisocial Forces
		▶ Compliance System
102-17	Mechanisms for advice and concerns about ethics	▶ Basic Policies for the Internal Control System
		▶ Compliance System
		▶ Basic Policy on Corporate Governance
4. Governance		
102-18	Governance structure	▶ Corporate Governance System
102-19	Delegating authority	▶ ESG and CSR Stance and Promotion Framework
		▶ Corporate Governance System
102-20	Executive-level responsibility for economic, environmental,and social topics	▶ ESG and CSR Stance and Promotion Framework
		▶ Corporate Governance System
102-21	Consulting stakeholders on economic, environmental,	▶ ESG and CSR Stance and Promotion Framework
		▶ Corporate Governance Report

Disclosure	Content of Indicators (excerpt)	References
4. Governance		
102-21	Consulting stakeholders on economic, environmental,	► Stakeholder Engagement
102-22	Composition of the highest governance body and its committees	► Corporate Governance Report
		► Corporate Governance System
102-23	Chair of the highest governance body	► Corporate Governance Report
102-24	Nominating and selecting the highest governance body	► Criteria for Nomination of Director Candidates
		► Independent Director Appointment Standards
		► Corporate Governance Report
102-25	Conflicts of interest	► Corporate Governance Report
		► Conflicts of Interest Management Policy
		► Basic Stock Information
102-26	Role of highest governance body in setting purpose, values, and strategy	► ESG and CSR Stance and Promotion Framework
		► Basic Policy on Corporate Governance
		► Corporate Governance System
102-27	Collective knowledge of highest governance body	► Corporate Governance Report
		► Basic Stance Evaluation of Effectiveness of the Bank's Board of Directors

Disclosure	Content of Indicators (excerpt)	References
4. Governance		
102-28	Evaluating the highest governance body's performance	<p>► Basic Stance Evaluation of Effectiveness of the Bank's Board of Directors</p>
102-29	Identifying and managing economic, environmental, and social impacts	<p>► JAPAN POST BANK Priority Issues</p>
		<p>► Stakeholder Engagement</p>
102-30	Effectiveness of risk management processes	<p>► Corporate Governance Report</p>
		<p>► Basic Policy on Corporate Governance</p>
102-31	Review of economic, environmental, and social topics	<p>► Corporate Governance Report</p>
102-32	Highest governance body's role in sustainability reporting	
102-33	Communicating critical concerns	<p>► Corporate Governance Report</p>
		<p>► Compliance System</p>
		<p>► Risk Management</p>
		<p>► Annual Report Risk Management</p>
102-34	Nature and total number of critical concerns	<p>► Risk Management</p>
		<p>► Annual Report Risk Management</p>
102-35	Remuneration policies	<p>► Corporate Governance System</p>
		<p>► Annual Report</p>

Disclosure	Content of Indicators (excerpt)	References
4. Governance		
102-35	Remuneration policies	► Policy for Determining the Details of Individual Compensation for Directors and Executive Officers
102-36	Process for determining remuneration	► Corporate Governance System
102-37	Stakeholders' involvement in remuneration	► Corporate Governance System
		► Policy for Determining the Details of Individual Compensation for Directors and Executive Officers
102-38	Annual total compensation ratio	
102-39	Percentage increase in annual total compensation ratio	
5. Stakeholder engagement		
102-40	List of stakeholder groups	► Stakeholder Engagement
102-41	Collective bargaining agreements	
102-42	Identifying and selecting stakeholders	► Stakeholder Engagement
102-43	Approach to stakeholder engagement	► Stakeholder Engagement
102-44	Key topics and concerns raised	► Stakeholder Engagement
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	► Annual Report Corporate Data Shareholder Information
102-46	Defining report content and topic Boundaries	► ESG and CSR Stance and Promotion Framework

Disclosure	Content of Indicators (excerpt)	References
6. Reporting practice		
102-47	List of material topics	▶ JAPAN POST BANK Priority Issues
102-50	Reporting period	▶ Sustainability Report
102-52	Reporting cycle	▶ Sustainability Report
102-53	Contact point for questions regarding the report	Public Relations Department, Corporate administration Division 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	This content index
102-56	External assurance	

Management Approach

Disclosure	Content of Indicators (excerpt)	References
103-1	Explanation of the material topic and its Boundary	▶ JAPAN POST BANK Priority Issues
103-2	The management approach and its components	▶ Approach, Implementation Structure Related to ESG and CSR
		▶ Relationship with International Frameworks (SDGs)
		▶ ESG Policies
103-3	Evaluation of the management approach	▶ Stakeholder Engagement

Economic

Disclosure	Content of Indicators (excerpt)	References
Index		
Economic Performance		
201-1	Direct economic value generated and distributed	<p>► Annual Report</p> <p>Financial Highlights (Consolidated) /Non-financial Highlights</p> <p>Message from the President</p> <p>Overview of the Medium-term Management Plan(FY2022/3 through FY2026/3)</p>
201-2	Financial implications and other risks and opportunities due to	<p>► Complying with the TCFD Recommendations</p>
		<p>► Annual Report</p> <p>Environment</p>
201-3	Defined benefit plan obligations and other retirement plans	<p>► Annual Report</p> <p>Financial Section</p> <p>NOTES TO CONSOLIDATED FINANCIAL STATEMENTS</p>
201-4	Financial assistance received from government	
Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local	
202-2	Proportion of senior management hired from the local community	
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	<p>► Vitalization of Regional Economies</p>
		<p>► ESG Investments and Environmentally Friendly Business</p>

Disclos ure	Content of Indicators (excerpt)	References
Indirect Economic Impacts		
203-2	Significant indirect economic impacts	► Provision of High-quality, Customer-oriented Financial Services
		► Complying with the TCFD Recommendations
Procurement impacts		
204-1	Proportion of spending on local suppliers	
Anti-corruption		
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	► Compliance System
205-3	Confirmed incidents of corruption and actions taken	
Anti-Competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	

Environmental

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301-1	Materials used by weight or volume	
301-2	Recycled input materials used	
301-3	Reclaimed products and their packaging materials	

Disclos ure	Content of Indicators (excerpt)	References
Energy		
302-1	Energy consumption within the organization	<p>► ESG and CSR Data</p> <p>Section: “Environment” “Energy consumption data”</p>
302-2	Energy consumption outside of the organization	<p>► ESG and CSR Data</p> <p>Section: “Environment” “Energy consumption data”</p>
302-3	Energy intensity	<p>► ESG and CSR Data</p> <p>Section: “Environment” “Energy usage per unit”</p>
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	
Water		
303-1	Water withdrawal by source	
303-2	Water sources significantly affected by withdrawal of water	
303-3	Water recycled and reused	
303-4	Water discharge	
303-5	Water consumption	<p>► ESG and CSR Data</p> <p>Section: “Environment” “Water consumption (main facilities)”</p>
Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
304-2	Significant impacts of activities, products, and services	
304-3	Habitats protected or restored	

Disclos ure	Content of Indicators (excerpt)	References
Biodiversity		
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
Emissions		
305-1	Direct (Scope 1) GHG emissions	<p>► ESG and CSR Data</p> <p>Section: "Environment" "Greenhouse gas emissions"</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>► ESG and CSR Data</p> <p>Section: "Environment" "Greenhouse gas emissions"</p>
305-3	Other indirect (Scope 3) GHG emissions	<p>► ESG and CSR Data</p> <p>Section: "Environment" "Scope 3 (other greenhouse gas emissions)"</p>
305-4	GHG emissions intensity	<p>► ESG and CSR Data</p> <p>Section: "Environment" "Greenhouse gas emissions"</p>
305-5	Reduction of GHG emissions	<p>► Initiatives to Reduce CO2 Emissions</p>
		<p>► ESG and CSR Data</p> <p>Section: "Environment" "Greenhouse gas emissions"</p>
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	
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306-1	Water discharge by quality and destination	
306-2	Waste by type and disposal method	<p>► ESG and CSR Data</p> <p>Section: "Environment" "Waste (head office)"</p>
306-3	Significant spills	
306-4	Transport of hazardous waste	

Disclos ure	Content of Indicators (excerpt)	References
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307-1	Non-compliance with environmental laws and regulations	
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308-2	Negative environmental impacts in the supply chain and actions taken	

| Social

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401-1	New employee hires and employee turnover	► ESG and CSR Data Section: "Society" "Employee Management"
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	► ESG and CSR Data Section: "Society" "Work-life Balance Management"
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403-1	Workers representation in formal joint management worker health and safety committees	

Disclos ure	Content of Indicators (excerpt)	References
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403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
403-3	Workers with high incidence or high risk of diseases related to their occupation	
403-4	Health and safety topics covered in formal agreements with trade unions	
403-5	Worker training on occupational health and safety	► Initiatives on Health Management
403-6	Promotion of worker health	► Initiatives on Health Management
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	► ESG and CSR Data Section: "Society" "Work-life Balance Management"
403-10	Work-related ill health	► ESG and CSR Data Section: "Society" "Work-life Balance Management"
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404-1	Average hours of training per year per employee	► ESG and CSR Data Section: "Society" "Employee Management"
404-2	Programs for upgrading employee skills and transition assistance programs	► Diversity Management
404-3	Percentage of employees receiving regular performance and career development reviews	
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405-1	Diversity of governance bodies and employees	► ESG and CSR Data Section: "Society" "Employee Management"
		► Officer Dialogue Session

Disclos ure	Content of Indicators (excerpt)	References
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405-2	Ratio of basic salary and remuneration of women to men	
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406-1	Incidents of discrimination and corrective actions taken	
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407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
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408-1	Operations and suppliers at significant risk for incidents of child labor	
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409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
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410-1	Security personnel trained in human rights policies or procedures	
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411-1	Incidents of violations involving rights of indigenous peoples	
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412-1	Operations that have been subject to human rights reviews or impact assessments	
412-2	Employee training on human rights policies or procedures	► Respect for Human Rights
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	

Disclos ure	Content of Indicators (excerpt)	References
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413-1	Operations with local community engagement, impact assessments, and development programs	► Vitalization of Regional Economies
		► Relationship with Regional Communities
413-2	Operations with significant actual and potential negative impacts on local communities	
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414-1	New suppliers that were screened using social criteria	
414-2	Negative social impacts in the supply chain and actions taken	► Initiatives in the Supply Chain
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415-1	Political contributions	
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416-1	Assessment of the health and safety impacts of product and service categories	► ESG and CSR Data Section: "Others"
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
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417-1	Requirements for product and service information and labeling	
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418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	► Privacy Policy
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419-1	Non-compliance with laws and regulations in the social and economic area	

SASB Standards Index

- ▼ Data Security ▼ Financial Inclusion & Capacity Building
- ▼ Incorporation of Environmental, Social, and Governance Factors in Credit Analysis ▼ Business Ethics
- ▼ Systemic Risk Management

The table shows the standards of the US-based Sustainability Accounting Standards Board (SASB) and Japan Post Bank's corresponding disclosures.

Data Security		
FN-CB-230a.2	Description of approach to identifying and addressing data security risks	▶ Risk Management Response to Cybersecurity
		▶ Privacy Policy
Financial Inclusion & Capacity Building		
FN-CB-240a.1	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	▶ Vitalization of Regional Economies Funds Flow to Regional Communities
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	▶ Financial Education Financial Education Initiatives
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis		
FN-CB-410a.1	Commercial and industrial credit exposure, by industry	▶ JAPAN POST BANK Annual Report 2021 JAPAN POST BANK Annual Report 2021 Exposure by Region and Industry, Past Due Loans for Three Months or More
FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	▶ ESG Investment Policy

Business Ethics		
FN-CB-510a.2	Description of whistleblower policies and procedures	<p>► Compliance System</p> <p>Contact Offices for Whistleblowing</p>
Systemic Risk Management		
FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	<p>► Risk Management</p> <p>Risk Appetite Framework</p>

ESG-Related Information Index

▼ Management ▼ Environment ▼ Society ▼ Governance

| Management

Message from the President	▶ Message from the President
Management Philosophy	▶ Management Philosophy
CSR Management	▶ ESG and CSR Stance and Promotion Framework
	▶ JAPAN POST BANK Priority Issues
	▶ Relationship with International Frameworks (SDGs)
ESG Policies	▶ JAPAN POST BANK Environmental Policy
	▶ ESG Investment Policy
	▶ Basic Policy for Fiduciary Duties
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	▶ Basic Policy for Combating against Antisocial Forces
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Environment

Environmental Reporting	▶ Environmental management
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	▶ Initiatives to Reduce CO2 Emissions
	▶ ESG Investments and Environmentally Friendly Businesses
	▶ ESG and CSR Data
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Environmental Education	▶ Social Contribution Activities for the Environment

Society

Labor Practices Health and Safety	▶ Diversity Management
	▶ Work-life Balance Management
	▶ ESG and CSR Data
Human Resources Education and Skills Development	▶ Human Resources Development
Social Contribution Activities	▶ Relationship with Regional Communities
	▶ Fostering the Next Generation Human Resources
	▶ JAPAN POST BANK Deposits for International Aid (Japanese only)
	▶ Braille support (Japanese only)
	▶ Discounting money transfer fees at the counter (Japanese only)
	▶ Pension Deposit Service (Japanese only)
	▶ New Welfare Time Deposits (Japanese only)
	▶ Benefits Payments (Japanese only)

Financial Education	▶ Financial Education
	▶ Piggy Bank Design Contest for children

| Governance

































Corporate Governance	▶ Basic Stance
	▶ Corporate Governance System
Risk Management	▶ Risk Management
Compliance	▶ Compliance System
	▶ Conflicts of Interest Management Policy
	▶ Basic Policy for Combating against Antisocial Forces
Consumer Issues	▶ Customer Protection
	▶ Basic Policy for Fiduciary Duties
	▶ Initiatives to Improve Customer Satisfaction (Japanese only)
	▶ Initiatives to prevent specific fraud cases including bank transfer scams (Japanese only)
	▶ Efforts to Facilitate Financing (Japanese only)
	▶ Conflicts of Interest Management Policy
Information Security	▶ Risk Management
	▶ Personal Information Protection
	▶ Privacy Policy
	▶ Reliable security (Japanese only)
Information Disclosure	▶ Disclosure Policy
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Communication with Shareholders and Investors	▶ IR Presentations
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	▶ Shareholder newsletter(Japanese only)
	▶ General Meeting of Shareholders
	▶ Briefing session for individual investors(Japanese only)

ESG Policies

JAPAN POST BANK supports the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which were established by the Financial Stability Board (FSB).

In line with the purpose of this proposal, we devise and disclose the following policies against the backdrop of increased international interest in ESG.

Title	SDGs
Basic Sustainability Policy 	            
Basic Policies for the Internal Control System 	- 
Basic Stance	- 
JAPAN POST BANK Human Rights Policy	   
Basic Policy for Fiduciary Duties	 
JAPAN POST BANK Environmental Policy	    
ESG Investment Policy	   

[Japan Post Group's Approach to Procurement Activity](#) 



[Conflicts of Interest Management Policy](#)



[Basic Policy for Combating against Antisocial Forces](#)



Related Information

[Japan Post Group Basic Sustainability Policy](#) 