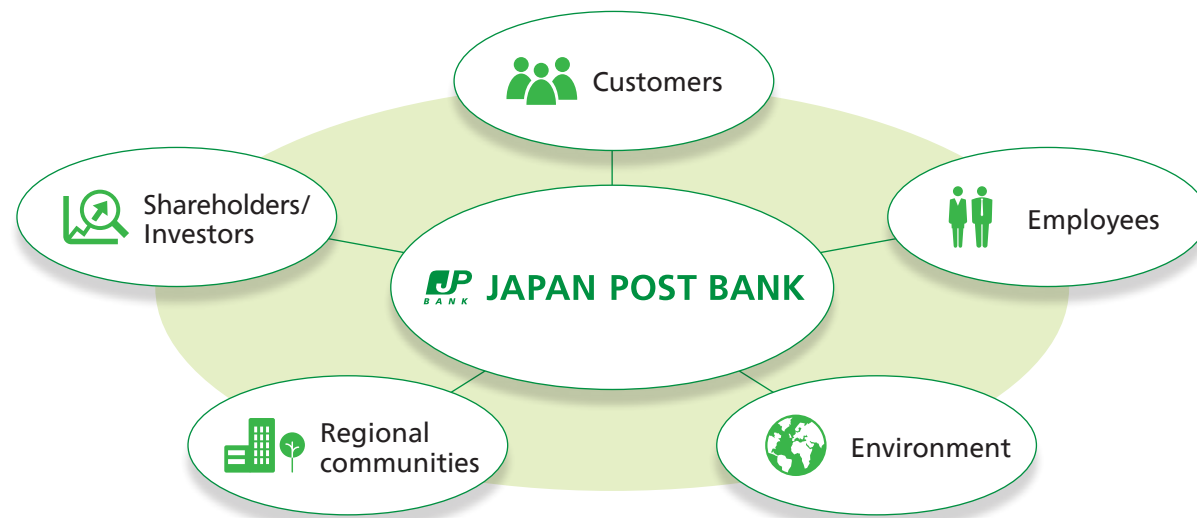


Stakeholder Communication



Communication with employees (internal communication reforms)

President's Direct-line Opinion Box

In September 2020, the Bank established the President's Direct-line Opinion Box, since which time we have worked to strengthen cooperation and vitalize communication between organizations. The candid opinions sent to the President's Direct-line Opinion Box are compiled, checked,

and analyzed by the Customer Satisfaction Department, and shared with management, which considers improvements, including improvement guidance provided by the President. In this way, the Box is used to improve products and services, as well as to create comfortable and friendly workplace environments.

VOICE Aiming to become a one-of-a-kind presence for customers



Junko Fujie
Executive Officer
General Manager,
Customer Satisfaction
Department

At the time the Bank was privatized, I was employed at the CS Office (currently the Customer Satisfaction Department). After the Bank was privatized and we began focusing on customer service, an anonymous postcard arrived from an elderly customer containing details that shocked me.

The postcard stated in earnest that other banks spoke kindly to the customer, but that JAPAN POST BANK had never done so. The note continued that they only put up with using the Bank because its branches were everywhere and it was convenient.

With a network of more than 23,000 locations throughout Japan, I wanted our customers to truly recognize the security, reliability, and convenience of this network. And in order to truly make this network a strength, I wanted our customers to feel that JAPAN POST BANK was the right choice. So, I earnestly felt that we needed to become a bank that would continue to be chosen among the countless financial institutions.

I wanted us to become a bank that encountered the smiles of as many of our customers as possible. And I strongly felt that I wanted to help our customers as a bank

that would escort them throughout their lives by sincerely seeing them as individuals, something that only we could do as a bank that is so accessible to our customers.

On the other hand, I also feel that in order to receive the smiles of our customers, we must increase the smiles of the actual employees that provide our products and services. The Bank is used by such a broad range of customers from different age groups and living environments, from children to the elderly, and those in cities and rural areas. In order to respond to the needs of this diverse range of customers, we must create environments in which employees who also possess a diverse range of values understand the significance of the Bank's presence, and can engage in their work with vitality and a sense of satisfaction. I myself practice two approaches to this every day, firstly valuing everyday conversations (dialogue) in order to understand the values of those with whom I work, and secondly creating egalitarian relationships so that members of our team can express their own thoughts, regardless of their position, and readily take on the challenge of new concepts without becoming overly focused on existing frameworks.

Through these efforts, at this point we have received a response of Satisfied from 70% of respondents on the Customer Satisfaction Survey. Yet there is no end to our efforts to improve customer satisfaction. We will therefore continue to proceed step by step in aims of becoming recognized by as many of our customers as possible as a one-of-a-kind presence by improving both customer satisfaction and employee satisfaction, and by expanding the circle of appreciation.

A platform for verbalizing the Uniqueness of JAPAN POST BANK as seen

by employees and for considering the "purpose of working for the Bank"

In-house WEB Newsletter **Life**

As part of further organizational culture innovation, all members of the Bank are communicating with each other on "Yucho Life" an in-house WEB newsletter for which President Ikeda serves as honorary editor-in-chief. During FY2023/3, the Bank introduced employees and organizations several times as part of contents that were informal and focused on "people", therefore, we streamed 147 articles, including videos.

While "Yucho Life" is a company platform, employees can freely "like" and "comment" on the site from their home PCs and cell phones. "Yucho Life" articles have led to multidirectional communication, such as keeping in touch with former colleagues and planning in-house workshops.

Moreover, the newsletter goes beyond mere personal introductions to share the values and aspirations that employees cherish in their work, reflecting on what "Uniqueness of JAPAN POST BANK" means to them. In an in-house survey, the majority of employees responded that the newsletter provided an opportunity to consider the "Uniqueness of JAPAN POST BANK". Similarly, we have received comments such as "I think it's great that the system allows Bank employees from all over the country to comment on each other's work".

The Bank will continue to facilitate multi-directional communication in "Yucho Life," vertically (between supervisors and subordinates, head office and regional organizations), horizontally (relationships with inter-branch, inter-department, and colleagues), and diagonally (relationships with supervisors and colleagues in other departments, and with colleagues and departments with whom we have little daily contact) to eliminate internal obstacles and improve engagement.



Videos of executive self-introductions



Contents introducing working mothers and fathers

"Uniqueness of JAPAN POST BANK" as seen by employees



Videos introducing employees

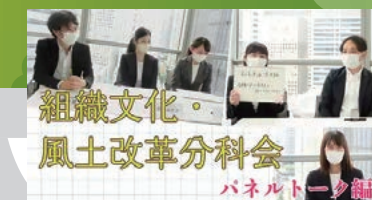
"The most accessible and trustworthy bank in Japan"
"Accessible" "Safe and secure" "A reliable presence"
"A bank that makes customers' dreams come true"
"Customer smiles" "Fusion of tradition and innovation"
"The fun of taking on new challenges"



Articles introducing organizations



Articles on the company entrance ceremony



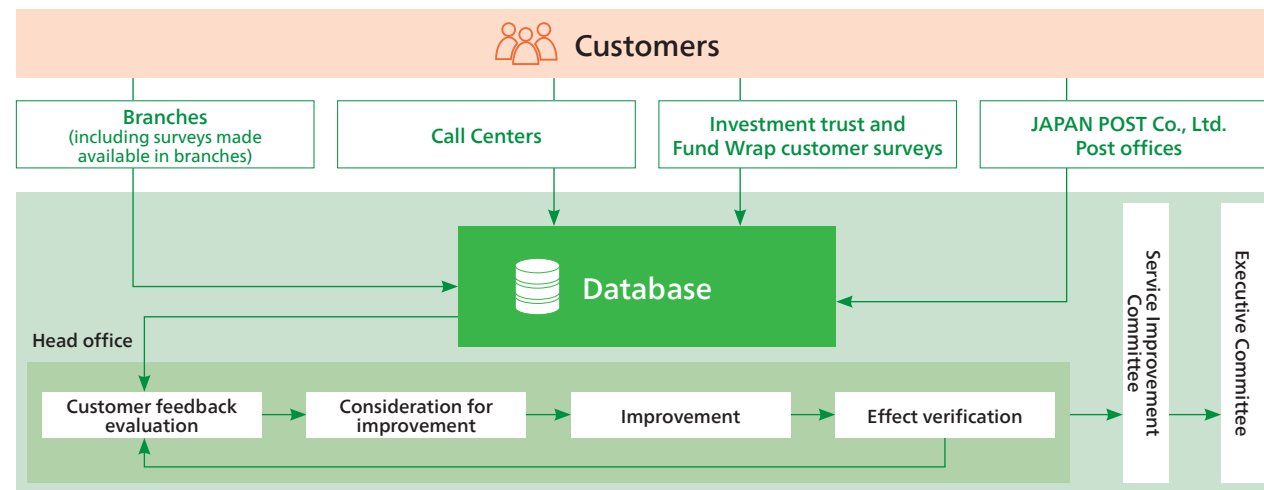
Articles introducing the Service Improvement Committee

Stakeholder Communication

Communication with Customers

Having centralized the management of all customer feedback received by our branches and call centers within the Head Office Customer Satisfaction Department, this feedback is also shared throughout the Bank and used to develop and improve our products and

services. The results of these improvements are also reported to the Service Improvement Committee, comprised of the President and Representative Executive Officer and other core members of the management team as well as to the Executive Committee.



Major Improvement Examples

Customer feedback	Outline of improvements
I would like to be able to readily acquire information on funds that is easy to understand when considering investment trust purchases.	We renewed the Investment Trust Search Page (list of available funds), including enhancing the fund search engine and adding a savings/return calculation simulation function.
Filling out application forms at service counters is difficult./The waiting period after reception is long.	In addition to eliminating the need to fill out paper application forms, we installed Madotab, self-service branch terminals, at Bank branches so that customers can handle formalities without having to wait.
I want to be able to open an account using my smartphone and without going to a service counter.	We released the JP Bank Account Opening App, which allows customers to open Yucho Direct+ (plus) (non-bankbook general account) accounts using their smartphones.
I want to be able to apply for account overdraft lending services without going to a service counter.	We have begun accepting applications for account overdraft lending services over the Internet (PC, smartphone, tablet).

Promoting organizational culture reforms with a view to practicing customer-oriented business operations

For the purpose of better promoting and putting into practice customer-oriented business operations, the Bank has established the Service Improvement Committee comprised of the President and Representative Executive Officer and other core members of the management team. Leveraging Customer Feedback gathered through the above scheme and Employee Feedback obtained through the President's Direct-line

Opinion Box mentioned earlier, the Committee works to improve products and services. Similarly, we are also strengthening multidirectional communication with employees via the In-house WEB Newsletter.

We will continue to reform our organizational culture with a view to practicing customer-oriented business operations, centered on the Service Improvement Committee chaired by the President, by strengthening internal communication through the use of videos by executives and others, internally sharing of examples of best practices at each branch, and other means.



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

Communication with Shareholders and Investors

While aiming for sustainable growth and improvements in corporate value over the medium to long term, the Bank promotes the establishment of strong engagement with shareholders and investors.

Through these activities, we will deepen their understanding of the Bank's business, report their opinions and expectations to the management, and

reflect these in our management.

Based on the opinions we receive from our shareholders and investors, we will strive to enhance our disclosure in response to social demands and trends, and create IR opportunities led by the management and the heads of each business division.

IR Activity Results (FY2023/3)

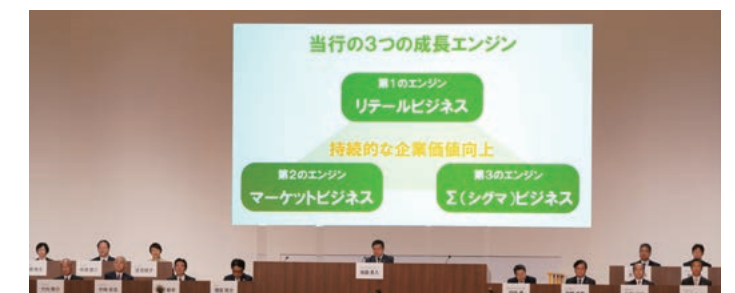
Activity	Outline
16th Ordinary General Meeting of Shareholders	Held on June 16, 2022
Briefings for individual investors	The Bank holds briefing sessions for individual investors several times a year led by the management. Number of sessions: 2, Participants: 326
Investor Meetings	The Director, President and Representative Executive Officer holds half-yearly meetings mainly for institutional investors and analysts. Number of sessions: 2, Participants: 230
Interviews with institutional investors and analysts	Led by Managing Executive Officer in charge of the IR Department, the management, including the Director, President and Representative Executive Officer, conducts individual interviews, etc., with institutional investors and analysts, both domestically and overseas. Companies met with: 374 (155 of which were overseas institutional investors)
Securities firms-sponsored conferences for institutional investors	The Bank participates in conferences hosted by securities firms, and the Managing Executive Officer in charge of the IR Department holds individual interviews with overseas institutional investors. Number of attended conferences: 3
Other IR events	The Bank holds briefing sessions for small groups of analysts and institutional investors regarding private equity investments, etc. These sessions are led by the Executive Officer in charge of the Investment Division and the investment representatives.
17th Ordinary General Meeting of Shareholders (FY2024/3)	Held on June 20, 2023

TOPICS Disclosure Examples Based on Shareholder and Investor Opinions

- Overview of private equity investments and real estate investments
- Impact of rising domestic interest rates on the Bank's financial statements
- HR strategies regarding human capital
- Measures for increasing PBR/ROE



FY2023/3 Investors Meeting (May 17, 2023)
Speakers: Norito Ikeda, Director, President and Representative Executive Officer (left)
Makoto Shinmura, Managing Executive Officer in charge of the IR Department (right)



17th Ordinary General Meeting of Shareholders (June 20, 2023)

Stakeholder Communication

Communication with Regional Communities

Financial Education

JAPAN POST BANK conducts financial education classes and other visiting lessons at elementary and junior high schools. Utilizing our proprietary teaching materials, we are helping children develop good financial sense by teaching them the importance of money and how to manage their money.

In light of the impact of COVID-19 infections, financial education classes were held online. At the same time, we uploaded the original teaching materials to our website so that everyone could print them off

and use them at home.

Moreover, given the increasing importance of financial education for high school students following the lowering of the legal age of adulthood in Japan, for example, the Bank has put in place the Mirai no Lesson (Lesson for the future) initiative, a proprietary set of teaching materials organized to teach high school students about life planning, household management and asset building, and financial troubles. Starting in FY2024/3, we will hold financial education classes for high school students using these proprietary teaching materials.

Teaching Materials for Elementary and Junior High School Students



Teaching Materials for High School Students



Visiting lessons

JAPAN POST's Piggy Bank Design Contest

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 deposits. Started in 1975 to commemorate the 100th anniversary of the Bank, this competition enjoys a long and storied history.

Each year, 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. From FY2022/3, we commenced an individual application process for families.

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



Stakeholder Assessments (External Assessments)

Eruboshi (3 stars)

Certified by Japan's Ministry of Health, Labour and Welfare as "a company with excellent implementation status of efforts related to women's participation and advancement" in January 2022.



FTSE4Good Developed Index

JAPAN POST BANK has been selected as a constituent of the FTSE4Good Developed Index, a part of the FTSE4Good Index Series created and designed by FTSE Russell to measure the performance of companies demonstrating strong environmental, social, and governance (ESG) practices.



2023 Certified Health & Productivity Management Outstanding Organization Recognition Program (Large Enterprise Category "White 500")

Certified by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi as a corporation that practices excellent health management. In addition, certified as a 2023 White 500 Health & Productivity Management Outstanding Organization, which is an acknowledgement given to the top 500 companies for their efforts in FY2024/3, for the second year in a row.



FTSE Blossom Japan Index

JAPAN POST BANK has been selected as a constituent of this index created and designed by FTSE Russell to measure the performance of Japanese companies demonstrating strong environmental, social, and governance (ESG) practices.



Platinum Kurumin

In recognition of activities of an even higher standard, certified by Japan's Ministry of Health, Labour and Welfare as a child rearing support company in February 2019.



FTSE Blossom Japan Sector Relative Index

Selected for inclusion in this index created by FTSE Russell that reflects the relative performance of Japanese companies demonstrating strong environmental, social, and governance (ESG) practices in their respective sectors.



Tomonin

Accredited by Japan's Ministry of Health, Labour and Welfare for activities as a company promoting the development of work environments that enable the balancing of work and nursing care.



Euronext Vigeo World 120 Index

An index developed by Netherlands-based Euronext and France-based Vigeo Eiris. It is composed of the world's top 120 companies from the standpoint of ESG.



PRIDE Index Gold

Awarded the highest gold evaluation for the fifth year in a row in the PRIDE Index with which "work with Pride" — an organization that respects the encouragement and establishment of diversity management for the LGBTQ+ community — evaluates the efforts of companies.



MSCI Japan Empowering Women Index (WIN)

Selected for inclusion in the MSCI Japan Empowering Women Index, an index of companies that are leading in gender diversity created by MSCI.



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Nikkei SDGs Management Survey

JAPAN POST BANK has been recognized as a 3.5-star entity under the 4th 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.



Bloomberg Gender-Equality Index

As a company superior in information disclosure about the gender and the approach to gender equality, our company has chosen for Bloomberg gender equality index*.



* 484 companies (including 15 Japanese companies) were chosen from 45 countries and areas in 2023.

Nikkei Smart Work Management Survey

During the 6th Nikkei Smart Work Management Survey, which selects companies leading advances in productivity innovation through work style reforms, JAPAN POST BANK received 3.5 stars.



S&P/JPX Carbon Efficient Index

JAPAN POST BANK has been included as a constituent of the S&P/JPX Carbon Efficient Index selected by S&P. The index focuses on the disclosure of environmental data and the level of carbon efficiency (carbon emissions per unit of revenue).

