

Japan Post Group CSR

Japan Post Group's corporate social responsibility (CSR) is to always be close and of service to customers and local communities. Together, we will strive to build an even better, more prosperous and sustainable society that enables all people to live safely and securely and can be handed down to future generations. To help realize such a society, we will maintain fair, transparent and sound management and work as a group to undertake our CSR activities as a company that provides universal services.

1. Revision of the Basic Policy

On April 1, 2018, Japan Post Group revised Japan Post Group CSR Basic Policy in consideration of the results of stakeholder engagement and other activities regarding Group CSR carried out from May to November 2017.

This revision makes it clear that being a company that lives and grows together with society is the fundamental concept of Japan Post Group CSR which itself is based on the concept of "sustainability." At the same time, the revision articulates our three basic CSR themes: "Together with Local Communities", "Together with the Earth", "Together with People."

New Basic Policy

Japan Post Group will achieve sustainable growth as a company and contribute to the creation of a sustainable society and future with the aim of being a "Total Lifestyle Support Group" that is of service to customers and local communities.

We will contribute to realizing a safe, secure and prosperous society by maintaining fair, transparent and sound management, while also faithfully fulfilling our role as a key infrastructure of local communities through our post office network and employees.

We will work as a group to address each of the following issues through all of our business activities, beginning with universal services in our postal, banking and insurance businesses.

1. Together with Local Communities

We shall strive for sustainable coexistence with local communities by understanding their issues and demands and communicating with stakeholders to provide the best services.

2. Together with the Earth

We shall strive to undertake business operations adapted to the impact of climate change and actively promote business and environmental conservation activities with consideration toward reducing our burden on the environment.







3. Together with People

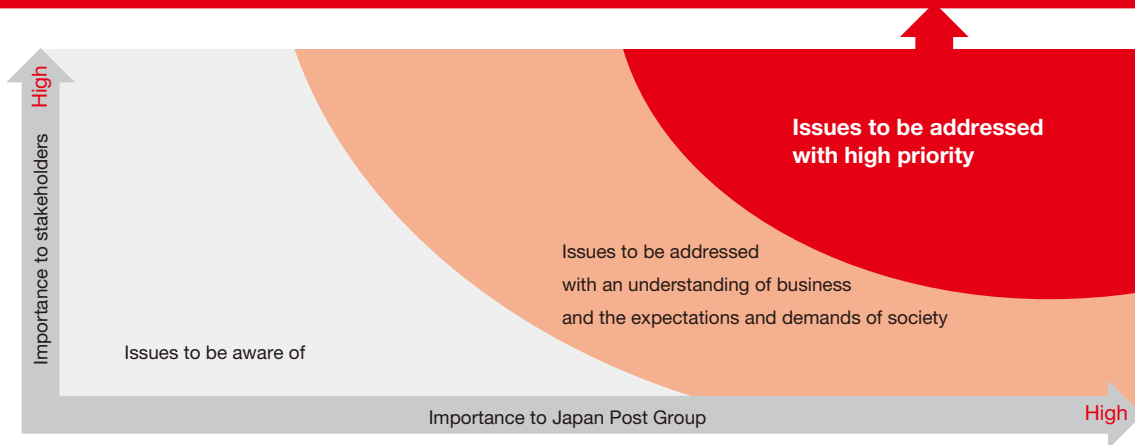
We shall respect the human rights of all people involved in the business activities of the Group and aim to ensure a safe and friendly working environment and build a fulfilling workplace where individual employees can exercise independence and creativity.

2. CSR Priority Issues (Materiality) of Japan Post Group

To contribute to the creation of a sustainable society and future in keeping with Japan Post Group CSR Basic Policy, Japan Post Group has conducted analyses from both the perspective of importance to Japan Post Group and that of society, including the expectations and demands of its stakeholders, and has identified CSR priority issues (materiality) to be addressed as a group.

Japan Post Group CSR Priority Issues (Materiality)

Category	Priority Issue (Materiality)	Corresponding SDGs
Society	Development and revitalization of local communities	 Goal 11 (Sustainable Cities and Communities) Make cities and anywhere people live more inclusive, safe, resilient and sustainable
	Nurturing the next generation	 Goal 4 (Quality Education) Provide inclusive, equitable and high-quality education to and promote lifelong learning opportunities for all people
	Promoting healthy living	 Goal 3 (Good Health and Well-Being) Ensure healthy lives and promote well-being for all ages
Environment	Reducing greenhouse gas emissions	 Goal 13 (Climate Action) Take urgent action to combat climate change and its impact
	Effective use of resources and reduction of waste	 Goal 15 (Life on Land) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss
Employees	Workstyle reform	 Goal 8 (Decent Work and Economic Growth) Promote sustainable and inclusive economic growth, full and productive employment, and decent work (humane work with meaning) for all
	Development of human resources	



CSR Priority Issues (Materiality) Identification Process

CSR priority issues (materiality) are determined by the following process.

Step 1: Identify issues

Analyze demands from society such as external evaluations of various international standards including environmental, social and governance (ESG) criteria and SDGs, then identify CSR issues.

Step 2: Specify priority issues

Specify CSR priority issues by ranking those identified from the two perspectives of "importance to stakeholders" and "importance to Japan Post Group."

Step 3: Verify and decide priority issues

Decide which issues take priority through deliberation on their content and verification of their suitability by the CSR Committee and Group CSR Liaison Conference.

3. Initiatives in the Fiscal Year Ended March 31, 2018

1. Together with Local Communities

■ Development and Revitalization of Local Communities

Initiatives in Collaboration with Local Public Organizations



As of March 31, 2018, Japan Post Co. concluded comprehensive collaboration agreements with 19 prefectures for the purpose of contributing to regional revitalization and local communities.

As one example of an initiative based on such an agreement, the Fukushima Prefecture Local Revitalization Specialty Product Fair, aimed at reinvigorating local communities in Fukushima, was held on April 24, 2018 based on an agreement concluded with the prefecture on February 14, 2017.

We have also concluded agreements with 1,635 municipalities for “Community watch activities” “Information provided about road damage” and “Information provided about illegal dumping” in which employees report anything unusual they notice during the course of their work.

Additionally, to help ensure cooperation during disasters, we have concluded disaster prevention agreements with 1,529 municipalities and are building cooperative relationships for times of emergency.

Installation of Kiosk Terminals

Japan Post Co. installed kiosk terminals (multifunctional copy machines) at 14 post offices throughout Japan on October 2, 2017 to enhance local conveniences and encourage the standardization of the My Number card. We have started services for customers to use their My Number card or basic resident registration card at these terminals to directly acquire various formal documents (certificates of residency, proof of personal seal registration, etc.) issued by local public organizations.

Customers can also use various copying services in addition to acquiring documents.

Expanding Sales Channels for Local Products (Furusato (Hometown) Parcel)

Furusato (Hometown) Parcel is a service that delivers specialty foods from across Japan via Yu-Pack.

This service has won acclaim for its abundant selection of products procured through the post office network. In addition, by choosing products from various regions of Japan, this service supports sales activities and contributes to the vitalization of communities.

Public Facilities in the Real Estate Business

We hold various events at KITTE Atrium in Marunouchi, Tokyo to help create a vibrant atmosphere around Tokyo Station. In addition, to ensure this facility can also be used as a safe gathering space for stranded commuters in the event of disaster, KITTE Atrium is equipped with large built-in screens that broadcast news, weather reports and disaster information.

We also offer multilingual support for foreign visitors to Japan at the “Tokyo City i” business and sightseeing information center, and educational experimental activities at the JP Tower Academic Culture Museum “Intermediatheque,” which we operate in collaboration with the University Museum of The University of Tokyo.

Similarly, KITTE Nagoya Atrium plays a key role in invigorating the area around Nagoya Station and also houses disaster response capabilities.

Promoting International Cooperation by “Exporting Japan Post Infrastructure”

The postal service in Japan prides itself on world-class quality and has been highly praised by international agencies.* We strive to “export Japan Post infrastructure” to countries, such as those in Southeast Asia, as part of our international cooperation efforts through postal operations by leveraging our know-how and experience in postal services. Today, specific projects are underway in Myanmar and Vietnam.

* Third out of 170 countries in the Postal Operations Statistics published by the Universal Postal Union (UPU) (2017), and first out of 131 countries in the Enabling Trade Index published by the World Economic Forum (2016).



Local discussions with Vietnam Post



Training in Japan for Myanmar Post employees

■ Visa Prepaid Card “mijica”

Japan Post Bank Co. and Japan Post Co. are issuing “mijica,” a local version of the Visa Prepaid Card targeting a broad age group, at post offices in the cities of Sapporo, Sendai and Kumamoto as well as through Japan Post Bank and its website.

Through this service, we seek to contribute to the vitalization of the regional economy and promote cashless transaction settlement.

■ Participating in Regional Vitalization Funds

Japan Post Bank Co. has decided to participate in the following funds to cycle important customer capital throughout all of Japan and further deepen alliances with local financial institutions for the purpose of contributing to the growth of the local economy through cooperation and collaboration. By taking this opportunity, we will step up our ongoing efforts to contribute to regional vitalization and development.

■ Regional vitalization funds in which Japan Post Bank Co. participates

	Fund	Month/Year of Participation
1	Kyushu Wide Area Reconstruction Assistance Investment Fund	July 2016
2	KFG Regional Enterprise Support Investment Fund	November 2016
3	Hokkaido Growth Companies Support Investment Fund	November 2016
4	Chubu/Hokuriku Region Vitalization Investment Fund	April 2017
5	Shigagin New Business Support Fund	June 2017
6	Toho Business Succession Fund	August 2017
7	Kyushu Setouchi Potential Value Fund	October 2017
8	Miyako Kyoto University Innovation Fund	November 2017
9	1st MBC Shisaku Fund	December 2017
10	Michinoku Regional Vitalization Investment Fund	March 2018
11	Fukui Future Corporate Support Fund	March 2018
12	Ehime Regional Vitalization Investment Fund	March 2018

■ Nurturing the Next Generations Supporting the Letter Writing Workshop Program



With the aim to develop the ability in children to share and communicate, Japan Post Co. supports the Letter Writing Workshop Program that provides free educational materials, including real postcards, to elementary, junior and high schools (including special education schools) across Japan.

In the fiscal year ended March 31, 2018, this program was held at approximately 13,300 elementary schools (roughly 63.3% of all elementary schools), 4,500 junior high schools (roughly 39.6% of all junior high schools) and 1,980 high schools (roughly 29.1% of all high schools) in Japan with a total of about 4.58 million people participating.

■ Providing Financial Education

Japan Post Bank Co. conducts school visits and provides financial lessons at elementary and junior high schools.

Utilizing proprietary teaching materials, we help teach children the importance of financial management by giving them a sense of the value of money.

In the fiscal year ended March 31, 2018, we offered a total of 109 classes at 63 elementary and junior high schools.



■ The JAPAN POST BANK Piggy Bank Design Contest for Children

With the objective of increasing children’s interest in saving money and fostering their artistic creativity by making piggy banks, we hold the JAPAN POST BANK Piggy Bank Design Contest for elementary school children. This contest was launched in 1975 to commemorate the 100th anniversary of the postal savings business, and the 42nd contest was held in the fiscal year ended March 31, 2018 during which we received 770,084 entries from 11,026 elementary schools across Japan.

Additionally, Japan Post Bank Co. donated ¥10 for

every piggy bank entry received to the Japan Committee for UNICEF, the Japan International Cooperation Agency (JICA), and the Japanese Organization for International Cooperation in Family Planning (JOICFP), totaling ¥7,700,840.

■ Promoting Healthy Living Promotion of Post Office Watch Over Service



Japan Post Co. started providing the Post Office Watch Over Service at directly-operated post offices throughout Japan in October 2017.

The Post Office Watch Over Services include the Watch Over Visiting Service, which sends post office staff to periodically check on the living conditions of people who use the service and reports to the relevant party. There is also the Phone Service, which confirms the wellbeing of people who use the service through an automated voice guidance telephone call and reports the results to family members. In addition, as an optional service, we have a Emergency Service to dispatch personnel from a security firm when requested, such as by people who use the service, in case of emergency.

We are expanding these services to build an environment where elderly people can live with peace of mind.



Kampo Platinum Life Service (Service Focusing on Elderly Customers)

Japan Post Insurance Co. is conducting a company-wide initiative called “Kampo Platinum Life Service” to be the absolute choice for the growing number of elderly customers by offering age-friendly services based on a sense of security and trust that has been enabled by improving contacts with all customers from the perspective of our elderly customers.

This initiative aims to provide products and services matched to the needs of elderly customers. Under the initiative, we intend to encourage building a business model that is friendly to them and takes their perspective.

Festival of 10 Million People’s Radio Exercise and *Minna no Taiso* (“Exercise for Everyone”)

As one of our major Radio Exercise events, Japan Post Insurance Co. holds the Festival of 10 Million People’s Radio Exercise and *Minna no Taiso* every year at one venue through radio and television, aiming to get 10 million people around the country to participate together in Radio Exercise and *Minna no Taiso*.

Summer Touring Calisthenics and *Minna no Taiso* Special Touring Radio Exercise and *Minna no Taiso*

Japan Post Insurance Co. holds the Summer Touring Calisthenics and *Minna no Taiso* Events in 43 locations over 43 days across Japan from July 20th to August 31st every year (including the Festival of 10 Million People’s Radio Exercise and *Minna no Taiso*).

Additionally, we hold our Radio Exercise and *Minna no Taiso* Special Tour events primarily on Sundays and holidays at 10 venues throughout Japan from April to the end of October every year (excluding Summer Touring Calisthenics and *Minna no Taiso*).

In the fiscal year ended March 31, 2018, the Summer and Special Tour events were held at 52 locations in 44 prefectures across Japan.



New Year's Postcard and Stamp Donations Program

A donation of ¥5 is included in each New Year's postcard sold and ¥3 in each New Year's stamp sold. Funds raised through these sales are allocated to organizations that conduct social welfare projects. Since these New Year's donations were started in 1949, they have reached a cumulative total of nearly ¥50.5 billion, and in the fiscal year ending March 31, 2019, a total of ¥334.89 million was donated to 176 organizations.

Project	Number of Organizations	Funds Allocated (yen)
Projects to promote social welfare	112	176,183,000
Projects to assist victims of natural disasters and to prevent such disasters	4	8,731,000
Projects to research, treat and prevent cancer, tuberculosis, polio and other special diseases	2	7,500,000
Projects for emergency rescue of human life in traffic and water accidents and prevention of such accidents	2	3,361,000
Projects to protect cultural assets	1	450,000
Projects to provide social education for the sound development of youth	28	35,211,000
Projects to promote sports for maintaining health	1	363,000
Projects to support exchange students and trainees from overseas developing regions	1	3,360,000
Projects to preserve the global environment (broad and large-scale environmental changes affecting both Japan and overseas countries)	3	7,914,000
Projects to assist victims of the Great East Japan Earthquake of 2011 and the Kumamoto Earthquake of 2016 and to reconstruct these areas	21	57,628,000
Preparation and management of the 2020 Tokyo Olympic and Paralympic Games	1	34,184,648

"Japan Post Bank Deposits for International Aid"

Under the "Japan Post Bank Deposits for International Aid" program, our customers donate 20% of the interest received on their savings (after-tax). By using the JICA Fund established by the Japan International Cooperation Agency (JICA), these resources are used in such activities as improving living standards in developing countries and regions through non-governmental organizations (NGOs) and other groups.

2. Together with the Earth

■ Reducing Greenhouse Gas Emissions

Japan Post Group Environmental Statistics



Japan Post Group is working to reduce greenhouse gases emitted by its businesses*1 to realize a sustainable society taking climate change and global warming into consideration.

In the three years during the fiscal years ended March 31, 2015 to March 31, 2017, Japan Post Group set the goal of reducing emissions per basic unit by a yearly average of 1% or more (compared with results for the fiscal year ended March 31, 2014). We achieved this goal, with reductions of 5.3% from facilities*2 and 3.0% from vehicles*3 (both yearly averages per basic unit).

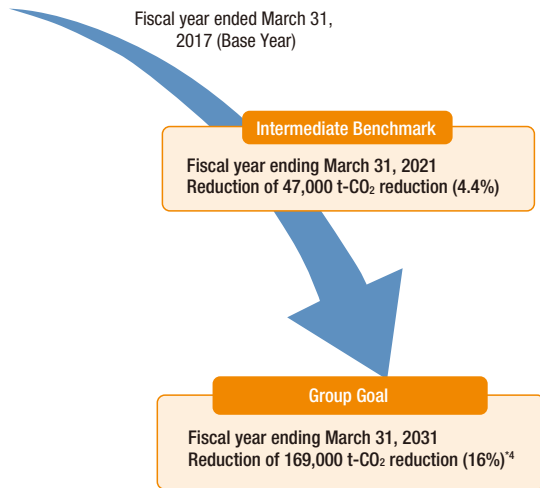
In view of domestic and international trends, Japan Post Group will continuously promote initiatives to reduce greenhouse gas emissions and has set its greenhouse gas reduction goal for the fiscal year ending March 31, 2031 as well as intermediate benchmarks up to the fiscal year ending March 31, 2021 to achieve this goal.

*1: Greenhouse gasses emitted by Japan Post Group's businesses refer to CO₂.

*2: Basic unit per facility = CO₂ emissions from facilities of the entire Group (t-CO₂)/Total floor area of the entire Group (m²)

*3: Basic unit per vehicle = CO₂ emissions from vehicles operated by the entire Group (t-CO₂)/Distance traveled by the vehicles (km)

■ Greenhouse gas emission reductions by Japan Post Group



*4: This corresponds to the greenhouse gas reduction goals in Japan's "Plan for Global Warming Countermeasures" (26% reduction compared with the fiscal year ended March 31, 2014) based on the Paris Agreement.

Reducing Redeliveries

Japan Post Co. is expanding various services for customers to easily pick up items at a place and time that is convenient for them.

As one part of these efforts, HAKO POST is a service for customers to pick up products purchased online and from other services easily at HAKO POST receiving lockers installed in various places such as post offices, stations, supermarkets and convenience stores. HAKO POST receiving lockers have been installed in 240 locations throughout Japan as of March 31, 2018.

In addition, we are also expanding a service for customers to pick up items at designated post offices and convenience stores as well as a service to deliver items and registered mail to delivery boxes installed in condominiums that began in June 2017.

These initiatives contribute not only to improving convenience for customers but also resolving a lack of labor related to redeliveries as well as reducing greenhouse gas emissions.



Modal Shift (Railway Transportation)

In anticipation of a shortage of truck drivers for long distance transportation, Japan Post Co. has been switching the transportation of some mail from trucks to trains (31-foot container transportation) between Shin-Osaka Post Office (Osaka Prefecture) and Kawasaki-Higashi Post Office (Kanagawa Prefecture) since April 2016. Furthermore, in the fiscal year ended March 31, 2018, some mail transportation using trucks between Osaka and Hokkaido was switched to 31-foot container railway transportation in line with efforts to respond to the shortage of drivers as well as reducing greenhouse gas emissions.

Introduction of Electric Vehicles

Japan Post Co. has proceeded with preparations toward the full-scale introduction of electric vehicles (EVs) with measures that included the start of demonstration testing in the fiscal year ended March 31, 2009 to verify the benefits and issues in terms of the environment and business aspects from various perspectives, and ask automakers for development cooperation.

As of March 31, 2018, we have deployed 3 EVs for commercial use, 50 EVs (four-wheeled mini-vehicles) for collection and delivery services, and 20 EVs for cargo transportation.



Safe and Eco-Friendly Driving

Japan Post Group encourages well-mannered, eco-friendly driving to prevent traffic accidents and lower greenhouse gas emissions through lower fuel consumption.

Japan Post Co. strives to raise awareness among mail delivery and sales personnel nationwide through various initiatives, such as holding its in-house driving contest “Safe Eco-Driving”.

Children’s Tree-Planting “Tohoku Regeneration Green Wave”

“The JP Children’s Tree-Planting Campaign activities” specially sponsored by Japan Post Group include “Tohoku Regeneration Green Wave” which has been expanding since 2012. In this activity, children from kindergartens, nursery schools and daycare centers across Japan raise acorns picked up by the children in areas affected by the Great East Japan Earthquake to send back to these areas through the post office network after the seedlings have grown for three years. On May 22, Green Wave Day, the seedlings are then replanted by children in the affected areas with the hope of recovering a green landscape in Tohoku.

Seedlings that grow into large trees at nurseries are replanted in “Shiitake no Mori”^{*} in Yamada-cho, Iwate Prefecture for use in the future as “bed logs” for cultivating shiitake mushrooms. Also, the nutrients from these acorns that have grown into trees flow down into nearby small streams into the ocean, which contributes to oyster cultivation, a regeneration industry for the region.

In this way, we are contributing to the conservation of biodiversity through “Tohoku Regeneration Green Wave.”

*A forest owned by Mr. Eizo Haga, who lives in Yamada-cho and won the Minister of Agriculture, Forestry and Fisheries Prize as a “Dry Log Shiitake Expert Grower.”

Environmentally Friendly Real Estate Business

Japan Post Co. has engaged in its real estate business nationwide incorporating the latest environmentally friendly technologies. Following the opening of JP Tower in 2013, we have completed construction of office buildings and commercial facilities in Sapporo, Omiya, Nagoya and Hakata as of April 2016.

In our real estate business, we have raised the environmental performance of buildings by introducing energy-saving equipment and using natural energy sources such as sunlight, wind and water, in addition to placing great importance on creating rich surrounding environments by greening roofs and walls. Besides preserving the global environment, we are also pursuing the development of high-level facilities that address such social issues as disaster countermeasures and business continuity plans (BCPs) in the event of earthquake or flooding.

Collection of Used Ink Cartridges

Japan Post Co. collects used ink cartridges jointly with five printer manufacturers (the “Ink Cartridge Collection Project”).

As of March 31, 2018, collection boxes have been installed at 3,639 post offices nationwide and certain facilities of local communities.

Used cartridges collected at these post offices and facilities are sent to sorting centers using our Yu-Pack service and then returned to the respective companies, which responsibly perform the recycling of these cartridges.

We also collect used or expired fire extinguishers and personal home computers at post offices or through our pickup service.

Electricity Sales Business Using Solar Power

To preserve the global environment by promoting the introduction of renewable energy and reduction of greenhouse gas emissions, Japan Post Co. has engaged in the electricity sales business using solar power generation since 2014. We have installed solar power generation systems on the roofs of 35 post offices nationwide and sell the electricity generated to electric power companies.

Effective Use of Resources and Reduction of Waste

Reducing Paper with Paperless Bank Accounts



As of March 6, 2016, Japan Post Bank Co. has been offering its “Japan Post Bank Direct+ (Plus)” bank accounts that do not require a bankbook.

The paperless Japan Post Bank Direct+ (Plus) account is a service that does not issue a bankbook but rather utilizes a cash card for cash deposits and withdrawals, and a website for checking account details.

By expanding use of this service, we are able to save money on those accounts by reducing the amount of paper used for bankbooks and various paper notifications to customers that had been sent by mail. This money can then be donated to organizations that work with the local community on environmental conservation activities that aim for its sustainable growth.

Contributions to Environmental Preservation through Provision of Online Contract Guidelines and Policy Conditions

On October 2, 2014, Japan Post Insurance Co. began offering online contract guidelines and policy conditions.

Previously, we provided contract guidelines and policy conditions to all customers in a paper booklet format. By selecting “web viewing,” policyholders now have the option of confirming their contract guidelines and policy conditions in PDF format on our website rather than by receiving a paper brochure.

Online contract guidelines and policy conditions will eliminate the need for conventional brochures, thereby enabling a reduction in the amount of paper used. In June 2017, we donated a total of ¥32 million to 32 environmental groups that are active in growing forests based on the number of customers who made use of the online contract guidelines and policy conditions in the year from October 2015 to September 2016.

Environmentally Friendly Products

Japan Post Co. sells environmentally friendly products at post office counters.

Example: Umbrella (*Pokitto-Orerundesu*)

Featuring a structure with ribs that fold outward from the inside in strong wind gusts, this umbrella is long-lasting and resistant to breakage, which reduces waste from discarded umbrellas.



“Pokitto-Orerundesu” is a registered trademark of Chojiyu-No-Sato Co., Ltd.

3. Together with People

Workstyle Reform Promoting Diversity Management

Promotion of the Active Participation of Women



Japan Post Group is implementing various initiatives to ensure that female employees can fully demonstrate their individuality and capabilities and to establish a pleasant workplace environment that continues to be motivating.

We have set the following targets for the percentage of women in management in our Group companies and are pushing ahead with initiatives that include training to raise awareness among women, support of women’s career development, and reform of workstyles to reduce long work hours.

Target percentage of women in management (up to April 1, 2021)

Japan Post Co.	Japan Post Bank Co.	Japan Post Insurance Co.	Japan Post Holdings Co.
10% or more	14% or more	14% or more	11% or more

Support for Balancing Work with Child or Nursing Care

Japan Post Group is working to create a system and workplace culture that enables each employee to choose diverse workstyles depending on his or her stage in life. We use systems that support the realization of work-life balance, including leave systems that go beyond legal requirements and subsidy systems for such things as childcare costs with the aim of ensuring harmony between work and child/nursing care. We are committed to ensuring that all employees find this balance, both female and male.

In addition, Japan Post Group has received the “KURUMIN” mark, a certification issued by the Ministry of Health, Labour and Welfare for companies supporting child-rearing.

Employment of Persons with Disabilities

Cognizant of the fact that providing suitable employment opportunities to persons with disabilities is our social responsibility as a corporation, we are working proactively to promote such employment and there are currently around 6,300 persons with disabilities working in active roles throughout Japan Post Group.

Empowerment of the Elderly

Japan Post Group re-employs permanent staff members who have reached retirement age but want to keep working up until the age of 65 in line with the Act on Stabilization of Employment of Elderly Persons. Approximately 10,000

such employees are currently working throughout Japan Post Group.

Proper Management of Work Hours and Health Management

● Proper Management of Work Hours

Group companies are engaging in proper management of work hours in their places of business, additionally conducting various initiatives to reduce overtime work through streamlining of business and workplace culture reform.

● Initiatives in Health Management

We believe that a healthy body and mind are vital for each individual employee to take full advantage of his or her skills and work energetically. Therefore, the Group companies are working together with employees to implement health maintenance and promotion measures. These measures include “reducing long work hours,” “health guidance toward prevention of lifestyle diseases” and “mental healthcare,” to realize the “health and happiness of employees and their families” and to “contribute to society through further productivity improvements.”

Each Group company conducts stress checks not only in offices with 50 or more employees, where such checks are mandatory, but also for approximately 100,000 employees at 19,000 nationwide offices with less than 50 employees. These stress checks are used for early detection of mental health problems and improvement of work environments.

■ Development of Human Resources

● Developing Human Resources Who Fulfill Their Expected Roles

Each Group company carries out employee development to nurture human resources to fulfill their expected roles according to their respective career paths. This includes on-the-job training (OJT), in which instruction and education are given through work in actual workplaces, and off-the-job training (Off-JT), in which employees acquire the necessary knowledge and skills by participating in training and seminars away from their workplaces (including stratified training when employees are promoted, and training for frontline leaders). Collectively, these companies assist with employee “self-development” to support the autonomous growth of employees.

Furthermore, Group companies implement business management and sales training as part of efforts to cultivate human resources who can fulfill their expected roles.



● Developing Human Resources Who Contribute to Improving the Group's Corporate Value

We actively promote personnel exchanges within the Group for integrated operation of the Group's businesses and for optimal assignment of personnel for the Group as a whole.

Also, with the aim of making the Group more competitive, we are conducting training at the Postal College to contribute to fostering a sense of Group unity and deploying synergies. In addition to training for newly appointed executives, we provide joint group training for executives and employees in Group companies that includes all employees hired for career-track positions and those transferred from the front line to career-track positions at the head office.

Crisis Management

Based on the Group agreements, each Group company in Japan Post Group has established a system to ensure appropriate response to crisis situations, including earthquakes and other natural disasters, large-scale accidents and major failures in information systems.

Group companies prepare manuals and establish plans that facilitate the required initial response and rescue measures immediately after a crisis occurs. In the event of a major crisis, a joint task force comprised of representatives of Group companies will be quickly established in an affected area to review and implement methods to enable the smooth provision of services to customers.