

Corporate Governance

Basic Concept of Corporate Governance

The Company is working to strengthen corporate governance through our Board of Directors and other bodies. We have established the “Basic Policy Regarding Corporate Governance,” which lays out our basic concept of corporate governance, its framework and operations, and the corporate governance structure is developed accordingly.

Basic Policy Regarding Corporate Governance

https://www.jp-life.japanpost.jp/english/aboutus/sustainability/corporate_governance/corporate_governance.html

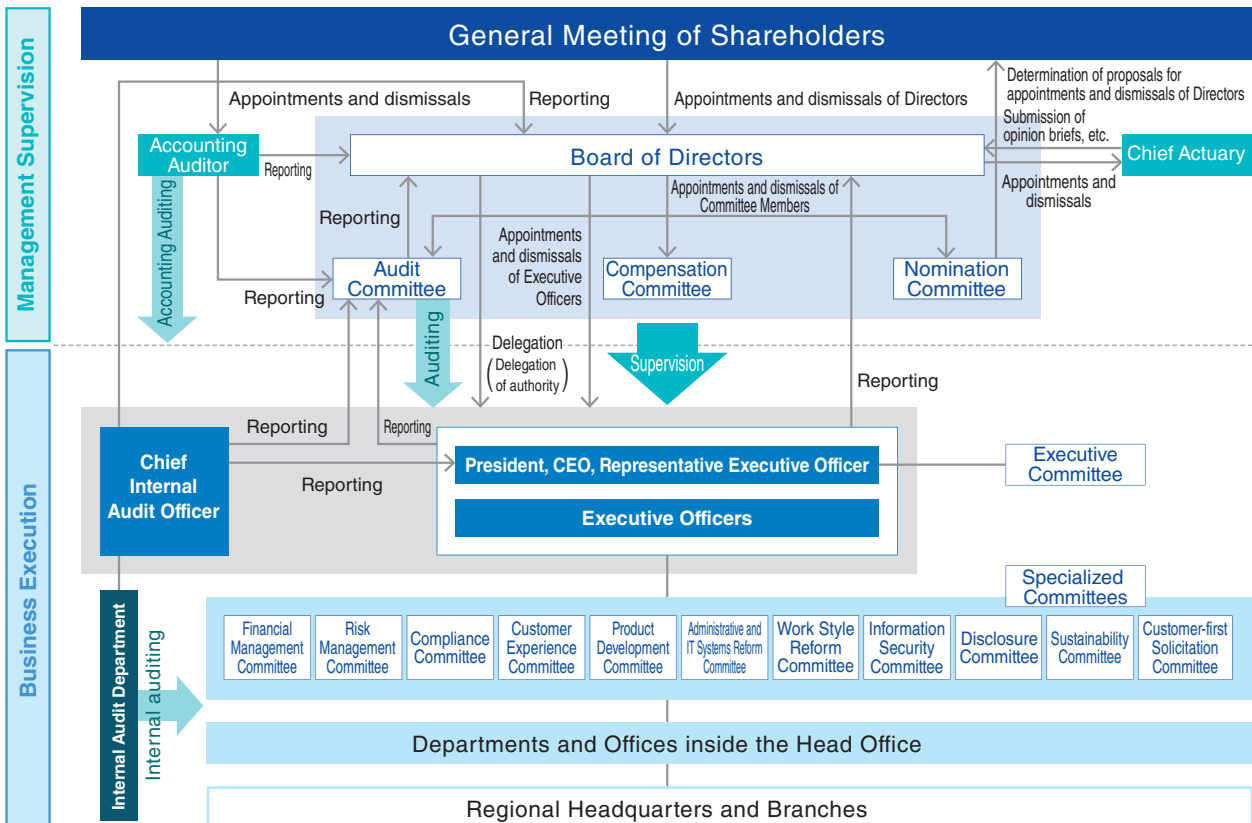
(Basic Concept of Corporate Governance)

- The Company shall continue to create new convenience for customers and pursue the provision of high-quality services, while generating consistent value by providing life insurance services through the post office network.
- Fully recognizing its fiduciary responsibility to its shareholders, the Company shall give consideration to effectively secure rights and equal treatment of shareholders.
- The Company shall place emphasis on dialogue with all stakeholders including customers and shareholders with an aim to ensure appropriate collaboration and sustainable coexistence. To this end, the Company shall strive to secure management transparency and commit to appropriate disclosure and provision of information.
- The Company shall carry out swift and decisive decision-making and business execution under the effective supervision by the Board of Directors, in order to promptly cope with changes in social and economic environment and meet the expectation of all stakeholders

Outline of the Corporate Governance Structure

To speed up decision-making and enhance the transparency of management, we have adopted a company with a three-committee structure, under which the Board of Directors’ role of management supervision is separated from the Executive Officers’ role of business execution, thereby clarifying responsibilities with respect to corporate management.

Corporate Governance Structure

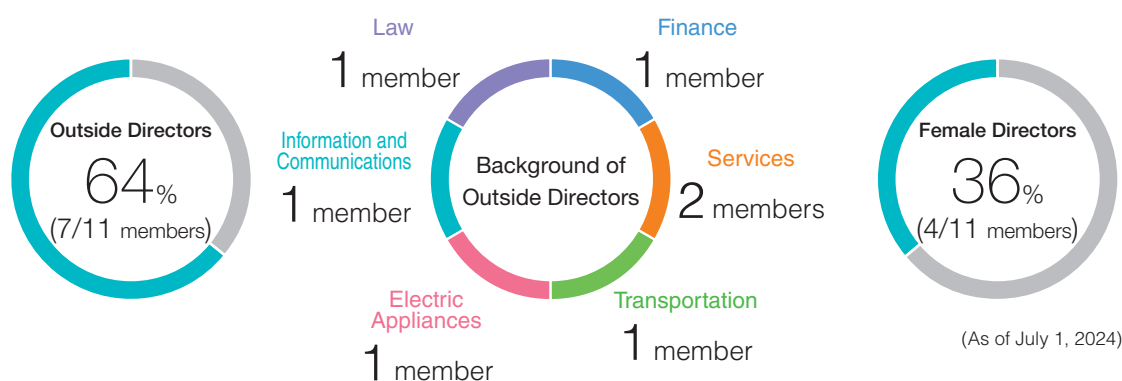


Composition and Operations of the Board of Directors, etc. (Supervision of Management)

The Board of Directors of the Company determines matters such as the basic management policy of the Company, segregation of duties of Executive Officers and the fundamental policy for establishment of internal control systems and has the authority of supervising the execution of duties by Executive Officers. Meanwhile, the Board of Directors promotes the development of a framework that enables supervision of management from the external and broader perspective by appointing lawyers and corporate managers as Outside Directors.

Composition of the Board of Directors

The Company's Board of Directors has a high level of independence and diversity, with a majority (seven out of 11 members) of Outside Directors from a wide range of backgrounds and including four female Directors.



Skills Matrix for Directors

The table below lists the skills representing the areas in which the Company expects Directors to demonstrate their competencies and shows the skills and experience that Outside Directors possess and available skills and experience, as well as expected skills, of Inside Directors, based on differences in the Nomination Criteria for Candidates for Directors.

To contribute to resolving social challenges related to sustainability, the areas in which the Company expects Directors to demonstrate their competencies in realizing the Sustainable Development Goals (SDGs) are included in the skills of "corporate management," "Human resources/human resources development," "community/society," and "asset management."

Skill item	Name	TANIGAKI Kunio	ONISHI Toru	NARA Tomoaki	MASUDA Hiroya	SUZUKI Masako	HARADA Kazuyuki	TONOSU Kaori	TOMII Satoshi	SHINGU Yuki	OMACHI Reiko	YAMANA Shohei
Corporate management		●	●	●	●	●	●	●	●	●		●
Financial affairs/ Accounting		●	●	●					●			
Legal/ Risk management/ Compliance		●	●	●	●	●	●	●	●	●	●	●
Human resources/Human resources development		●	●	●	●	●	●	●		●		●
Sales/Marketing		●	●			●	●			●		●
ICT/DX ²			●	●		●		●		●		●
Community/Society		●	●	●	●	●	●	●	●	●	●	●
Finance/Insurance		●	●	●	●			●	●		●	
Asset management				●					●		●	

Notes:

1. ICT is an acronym for Information and Communication Technology and collectively refers to technology relating to information and communications.
2. DX, or Digital Transformation, refers to transforming a company's products, services, and business models based on the needs of customers and society as a whole, using data and digital technology in response to drastic changes in the business environment, while changing its operations, organizations, processes, and corporate culture and climate to establish a competitive advantage.

Status of Operations of the Board of Directors

In order to discuss management issues in advance, Japan Post Insurance has established the “deliberation” process that will leverage the expertise of Outside Directors from the resolution drafting stage as well as the resolution and report. Moreover, through the Directors’ discussion sessions held as a venue for reporting in advance on the status of consideration by the executive side, meetings of Outside Directors and other meetings, Japan Post Insurance has established opportunities to enhance the exchange of opinions among Directors.

We are also working to ensure effective and smooth operations of the Board of Directors such as by providing Directors with accurate information as needed, providing thorough explanations on the details of proposals in advance, and ensuring that there is time for prior discussion and question-and-answer sessions at the Board of Directors.

Operations of the Board of Directors in the fiscal year ended March 31, 2024

Number of meetings held:	14
Attendance rate:	100%
Average length of meeting:	1 hour and 39 minutes

Main topics discussed at the Board of Directors’ meetings.^(Note) in the fiscal year ended March 31, 2024

- Review of the Medium-term Management Plan
- Strategic partnership and capital and business alliances with other companies
- Decision on the Management Plan for the fiscal year ending March 31, 2025
- Efforts aimed at implementation of management that is conscious of the cost of capital and stock price.
- Efforts for sustainability promotion.

Note: “the Board of Directors’ meetings” includes the meetings of the Board of Directors and the Directors’ discussion sessions. (The same applies below.)

Points discussed at Board of Directors meetings, etc.

◆ Review of the Medium-term Management Plan

- In reviewing the Medium-term Management Plan, the overall direction of the review was put forward at the Board of Directors meeting in October 2023, and since then, discussions have been held a total of seven occasions before a resolution was reached. In particular, Outside Directors shared extensive input from the perspective of our growth strategy of “retaining and expanding our customer base through connections across life stages and generations” and “human capital management and corporate culture reform.” After further discussions between the Outside Directors and management including President and Deputy President, covering topics including marketing strategies to expand our customers among the younger generations, partnership with Japan Post Co., and approaches to the strategic recruitment and development of talent, we resolved to review the Medium-term Management Plan in the fiscal year ending March 31, 2025 after confirming our medium- to long-term strategies and issues.

◆ Strategic partnership and capital and business alliances with other companies

- As the collaboration with KKR and its subsidiary life insurance company, Global Atlantic Financial Group, was our first alliance with a foreign company, we held multiple discussions between Outside Directors and management, including preliminary briefings. During these discussions, we received input from various perspectives, such as the appropriateness of the details, the policy for response to the negotiations, and communication with the other party after signing. After confirming the appropriateness of the proposal, we resolved to enter into a strategic partnership with the companies.
- Regarding the capital and business alliance with Daiwa Securities Group in the asset management field, we set up opportunities for discussions with Outside Directors and management from the fiscal year ended March 31, 2024 in preparation for a resolution in the fiscal year ending March 31, 2025. In particular, we received extensive input on the topic of human resource development through this alliance, and discussed the form that the personnel system should take after the partnership.

◆ Efforts aimed at implementation of management that is conscious of the cost of capital and stock price.

- In light of the request by the Tokyo Stock Exchange that companies implement management that is conscious of the cost of capital and stock price, we set up several opportunities for discussion at the Board of Directors meetings, etc. Following discussions with Outside Directors and management on our strengths, growth strategies, and solvency policy, we conducted a review of our solvency policy (the contract of retrocession, etc.) and shareholder return measures (the introduction of adjusted profit, etc.).

Composition and Operations of the Nomination Committee, Audit Committee, and Compensation Committee

The Company has established three committees: the Nomination Committee, the Audit Committee, and the Compensation Committee. These committees fully utilize external views on the management of the Company and ensure the transparency and fairness of decision-making of the management.

	Roles and membership composition (as of July 1, 2024)	Main topics (FY2024/3)	Number of meetings held (FY2024/3)	Attendance rate (FY2024/3)
Nomination Committee	<p>The committee determines proposals for general meetings of shareholders concerning the election and dismissal of Directors.</p> <p>Committee Chair: HARADA Kazuyuki (Outside Director) Members: TANIGAKI Kunio, MASUDA Hiroya, SUZUKI Masako (Outside Director), YAMANA Shoei (Outside Director)</p>	<ul style="list-style-type: none"> Proposal for Election of Directors for submission to the 17th Ordinary General Meeting of Shareholders Succession planning for President, CEO, Representative Executive Officer 	7	100%
Audit Committee	<p>The committee audits the execution of duties by Directors and Executive Officers, prepares audit reports, determines the content of proposals regarding the election and dismissal of the accounting auditor to be submitted to general meetings of shareholders and approves the compensation for the accounting auditor.</p> <p>Committee Chair: SUZUKI Masako (Outside Director) Members: NARA Tomoaki, TONOSU Kaori (Outside Director), TOMII Satoshi (Outside Director), OMACHI Reiko (Outside Director)</p>	<ul style="list-style-type: none"> FY2024/3 Management Plan initiatives (reconstruction/reinforcing business foundation, improving CX, corporate culture reform) Strengthening governance and compliance systems Building and operating internal control systems 	16	100%
Compensation Committee	<p>The committee formulates compensation policies for Directors and Executive Officers and determines detailed compensation for each individual.</p> <p>Committee Chair: TOMII Satoshi (Outside Director) Members: MASUDA Hiroya, HARADA Kazuyuki (Outside Director), SHINGU Yuki (Outside Director)</p>	<ul style="list-style-type: none"> Revision of the Stock Benefit Rules for Executives Revision of the Compensation Standards for Executives, etc. Determination of individual compensation for Directors and Executive Officers 	6	100%

Nomination Criteria for Candidates for Directors/Designation Criteria for Independent Officers

The Nomination Committee has formulated the “Nomination Criteria for Candidates for Directors” that stipulates our philosophy regarding the balance of knowledge, experience and skills, as well as the diversity and scale of the Board of Directors as a whole, along with qualifications the Company requires of Directors. Based on these standards, the Nomination Committee selects candidates for Directors. The Nomination Committee also formulates the “Designation Criteria for Independent Officers” stipulating the Company’s requirements for Outside Directors with no concerns of risk of conflict of interest with shareholders, and designates Independent Officers from among the Outside Directors.

Nomination Criteria for Candidates for Directors

https://www.jp-life.japanpost.jp/english/aboutus/company/assets/pdf/criteria_directors.pdf

Designation Criteria for Independent Officers

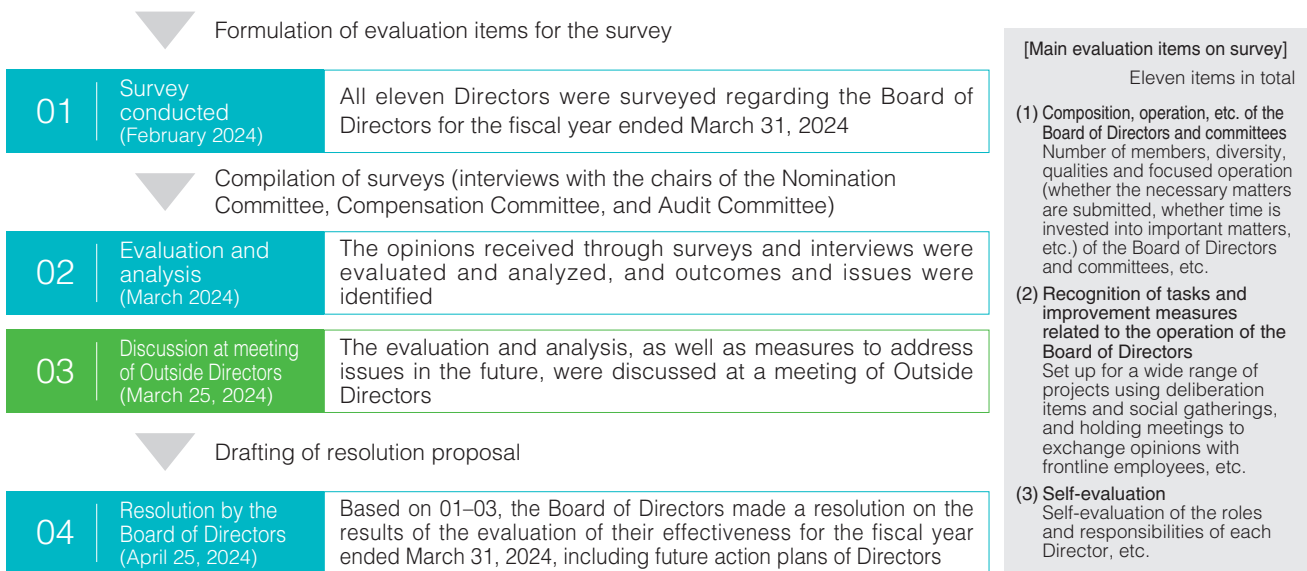
https://www.jp-life.japanpost.jp/english/aboutus/company/assets/pdf/independent_officers.pdf

Evaluation of the Effectiveness of the Board of Directors

The Board of Directors analyzes and evaluates the effectiveness, etc. of the Board of Directors as a whole every year through specific actions, such as confirming the opinions of every Director regarding the Board of Directors' effectiveness and uses the results to improve operations. A summary of the evaluation results is posted on the Company's website.

https://www.jp-life.japanpost.jp/english/aboutus/sustainability/corporate_governance/effectiveness_evaluation.html

Process for evaluating effectiveness of the Board of Directors for the fiscal year ended March 31, 2024

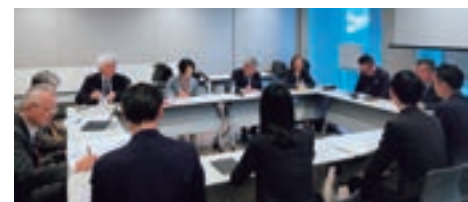


Note: We are advised by a third-party lawyer regarding the formulation of evaluation items for the survey and the results of the evaluation of the effectiveness of the Board of Directors.

FY2024/3 Evaluation Results and Future Initiatives

In the fiscal year ended March 31, 2024, the Company has evaluated that the effectiveness of the Board of Directors has been ensured and improved by implementing initiatives in the table below.

Through channels such as the above-mentioned survey, we received meaningful suggestions for further improving effectiveness. We will reflect these into our efforts in the fiscal year ending March 31, 2025.



Meeting for exchange of opinions between Outside Directors and front-line employees (February 2024)

		FY2022/3	FY2023/3	FY2024/3	FY2025/3
Enriching discussions	Discussion on medium- to long-term management direction, etc.		<ul style="list-style-type: none"> Systematically providing opportunities for discussing business strategies 	<ul style="list-style-type: none"> Systematically setting up projects for discussing medium- to long-term management direction such as Medium-term Management Plan reviews and outlook for changes in the business environment 	<ul style="list-style-type: none"> (Continue) systematically provide opportunities to discuss the direction of medium- to long-term management and outlook for environmental changes.
	Providing opportunities for discussion	<ul style="list-style-type: none"> Systematically providing opportunities for discussion through the use of Directors' Meetings, etc. 	<ul style="list-style-type: none"> Setting up (expanding) opportunities for exchanging opinions among Outside Directors and with Executive Officers 	<ul style="list-style-type: none"> (Continue) provide opportunities for the exchange of opinions among the Outside Directors and with Executive Officers. 	
Strengthening understanding of the Company	Site visits	<ul style="list-style-type: none"> Setting up opportunities to exchange opinions with front-line employees 	<ul style="list-style-type: none"> (Continue) setting up opportunities to exchange opinions with front-line employees 	<ul style="list-style-type: none"> Expanding opportunities to exchange opinions with front-line employees, including Services Center staff 	<ul style="list-style-type: none"> Provide opportunities regularly for the front line on-site visits and exchanging opinions to employees there.
	Knowledge transfer	<ul style="list-style-type: none"> Setting up opportunities to share knowledge to promote a better understanding of the insurance industry and the Company's characteristics 	<ul style="list-style-type: none"> (Continue) setting up study sessions to promote a better understanding of the insurance industry and the Company's characteristics Preparing systems that enable Outside Directors to more easily grasp a wider range of information 	<ul style="list-style-type: none"> Provide opportunities to explain relevant information of board matters in advance at the request of the Directors. 	
Efficient operation of the Board of Directors		<ul style="list-style-type: none"> Further enhancing discussions by sharing materials earlier and reviewing the structure of materials 	<ul style="list-style-type: none"> Reviewing the structure of meeting materials to bring greater clarity to discussion points such as matters that have been thoroughly explored at the Executive Committee, etc. 	<ul style="list-style-type: none"> Making thorough efforts to improve materials, such as structuring materials that focus on key points 	<ul style="list-style-type: none"> Thoroughly promote initiatives make materials clear to the main point and set the time for each of the theme based on the importance.

Executive Compensation

Compensation Policies for Directors and Executive Officers

With respect to compensation for our Directors and Executive Officers, the Compensation Committee has established the “Compensation Policies for Directors and Executive Officers by Individual” and determines compensation based on these policies.

Compensation for Directors shall comprise a fixed monetary compensation of a certain level commensurate with their positions based on the primary role of supervising management.

Compensation for Executive Officers shall comprise basic compensation (fixed monetary compensation) of a certain level commensurate with their duties in light of the differences in responsibilities depending on position, as well as performance-linked stock compensation that reflects factors such as the degree of achievement of management plans. (The compensation system for Executive Officers has been revised in the fiscal year ending March 31, 2025. (See next page for details.))

Compensation Policies for Directors and Executive Officers by Individual

https://www.jp-life.japanpost.jp/english/aboutus/company/assets/pdf/compensation_policies.pdf

Amount of Compensation for Directors and Executive Officers for the Fiscal Year Ended March 31, 2024

Total compensation, etc., total compensation, etc. by type, and number of eligible Directors/Executive Officers by officer category

Category	Total compensation, etc. (Millions of yen)	Total compensation, etc. by type (Millions of yen)			Number of eligible Directors/Executive Officers (Persons)
		Fixed compensation	Performance-linked compensation, etc.	Non-monetary compensation, etc.	
Directors (excluding Outside Directors)	29	29	—	—	1
Outside Directors	80	80	—	—	8
Executive Officers	804	569	234	—	29

Notes:

- As the Company does not give compensation, etc. for Directors who concurrently serve as an Executive Officer of the Company or the parent company, etc., the number of eligible officers in the Directors category in the chart above does not include five officers who concurrently serve as an Executive Officer of the Company or the parent company, etc.
- The amount recorded as performance-linked compensation, etc. is the amount recorded in the fiscal year ended March 31, 2024. In principle, we record the amount assumed to have been incurred during the fiscal year at the end of every fiscal year as an allowance and reverse these allowances at the time of officers' retirement (payment). The finalized amount could differ from the recorded amount of allowances.
- No bonuses are paid.

Targets and results for indicators related to performance-linked compensation in the fiscal year ended March 31, 2024

Indicators	Targets	Results
Income target for the fiscal year: Consolidated net income	¥72.0 billion	¥87.0 billion
Degree of achievement in matters related to sales/solicitation quality: Net increase in life insurance policies	¥5.22 billion	¥3.99 billion
Degree of achievement in establishment of administrative and IT system framework, etc.	Addressing urgent issues (continued initiatives to support our customers in an emergency), strengthening an appropriate solicitation quality control scheme, improving customer experience value, transformation of business model, asset management, ERM, measures for preventing crime and money laundering, etc.	Progress of measures generally in line with the plan
Progress in promotion of ESG management	Contribution to local community development and environmental protection, extension of healthy life expectancy and improvement of well-being, and establishment of an environment where each and every employee can actively demonstrate his/her full potential to empower himself/herself, etc.	Progress of measures generally in line with the plan

Ratio of actual value of basic compensation (fixed) and performance-linked stock compensation for all Executive Officers

Basic compensation (fixed)	Performance-linked stock compensation
73%	27%

Notes:

- Basic compensation (fixed) is calculated based on the actual payment in the fiscal year ended March 31, 2024.
- Performance-linked stock compensation is calculated by multiplying the points granted based on the actual performance in the fiscal year ended March 31, 2024 by the stock price on the date of point grant for those in office and by the stock price on the date of retirement for those retiring.

Revision of Compensation System for Executive Officers

To further enhance the awareness of Executive Officers toward steadily achieving the Company's performance targets and toward enhancing the Company's corporate value over the medium to long term, the Company resolved at the Compensation Committee held in June 2024 to revise the "Compensation Policies for Directors and Executive Officers by Individual," which includes the introduction of performance-linked monetary compensation, performance-linked stock compensation, and non-performance-linked stock compensation, and are applied from the fiscal year ending March 31, 2025.

With this, the compensation of the Company's Executive Officers will consist of a "base compensation" as fixed compensation, and "performance-linked monetary compensation," "performance-linked stock compensation," and "non-performance-linked stock compensation" as variable compensation.

Overview of performance-linked monetary compensation

Performance-linked monetary compensation (hereinafter, the "bonus") is granted in a form of monetary compensation that is linked to short-term performance so that it functions as an incentive for achieving solid annual performance targets.

The amount of bonus is calculated by adding the amount obtained by multiplying the standard amount for each position related to individual performance by the payout rate based on individual performance evaluation, and the amount obtained by multiplying the standard amount for each position related to the Company's performance by the variable payout rate based on the degree of achievement of management plans and other factors.

Evaluation for each Executive Officer is determined by individually evaluating the results, statuses, and other factors of operations of which such Executive Officers are in charge.

Regarding indicators related to the Company's performance, in order to enable the Company to comprehensively evaluate the degree of achievement of management, the indicators are selected from multiple different categories.

The indicators are "Adjusted profit," "Numbers of policies in force" and "EV growth (RoEV)," all of which are financial indicators, and "the progress of the Medium-Term Management Plan" and "the occurrence of misconducts and incidents and the status of operation of compliance systems," which are non-financial indicators, since they are suitable for the Company's business structure and business operations.

The Company has in place a system requiring the return of all or part of bonuses paid to an eligible Executive Officer (clawback) in the event of any material misconducts or violations, etc. committed by such Executive Officer.

Overview of stock compensation

With regard to the Company's Executive Officer stock compensation to provide an incentive that is linked to the Company's share value, the stock compensation system comprises performance-linked stock compensation that reflects medium- to long-term performance and non-performance-linked stock compensation.

The stock compensation system adopts a Board Benefit Trust structure.

Executive Officers will be granted points that form the basis of calculating the amount equivalent in value to the number of shares of the Company given, or a specified proportion thereof, converted to money (hereinafter, "the Company's shares, etc."), in accordance with items (i) and (ii) below.

(i) Performance-linked stock compensation

After the end of the last fiscal year of the Medium-Term Management Plan, Executive Officers will be awarded points based on basic points for their corresponding responsibilities, multiplied by a variable payout rate arrived at based on the degree to which they have met the performance targets in the Medium-Term Management Plan.

The Company adopts medium- to long-term targets and indicators defined in management plans as performance targets that serve as a basis for determining the payout rate, so that they function as sound incentives for enhancing the medium- to long-term corporate value and the sustainable growth of the Company. Such indicators consist of "Adjusted ROE," which is one of the key financial indicators in the current Medium-Term Management Plan, and "ESG indicators (the implementation status of GHG emissions reduction initiatives, the ratio of female managers at the head offices, and the progress of improvements in evaluations by ESG assessors)," which are non-financial indicators.

The Company has in place a system enabling the reduction or forfeit of points that serve as a basis for calculating the number of shares to be granted to an eligible Executive Officer (malus) in the event of any material misconducts or violations, etc. committed by such Executive Officer.

(ii) Non-performance-linked stock compensation

After the end of each fiscal year, Executive Officers will be awarded basic points based on their corresponding responsibilities.

Eligible Executive Officers who retire from the Company may, after retirement, and where they fulfil the requirements for grant set forth in the Board Benefit Trust regulations, receive from the Trust the Company's shares, etc. corresponding to the cumulative number of points awarded based on items (i) and (2) above.

Internal Control Systems (Business Execution)

Japan Post Insurance considers the establishment of strong internal control systems to be extremely important to increasing our corporate value and to our goal of becoming the “No. 1 Japanese insurance company selected by customers.” We have established systems for the execution of our business based on the principle of self-responsibility and have continued our efforts to enhance our organization and systems.

Outline of Organization and Systems

Important management decisions related to business execution are first discussed by the Executive Committee and then made by the President, CEO, Representative Executive Officer. The Executive Committee is comprised of the President, CEO, Representative Executive Officer and the Executive Officers in charge of the respective business operations. In addition, we set up the following 10 specialized committees to serve as advisory bodies to the Executive Committee. Among the items subject to approval of each Executive Officer, cross-divisional issues are discussed by the respective specialized committees.

- | | |
|-----------------------------------|---|
| 1. Financial Management Committee | 2. Risk Management Committee |
| 3. Compliance Committee | 4. Customer Experience Committee |
| 5. Product Development Committee | 6. Administrative and IT Systems Reform Committee |
| 7. Work Style Reform Committee | 8. Information Security Committee |
| 9. Disclosure Committee | 10. Sustainability Committee |

Furthermore, in order to promptly and reliably implement measures for improving solicitation quality under the leadership of management, we have established a Customer-first Solicitation Committee and hold discussions.

Initiatives for Internal Control

We have resolved the “Fundamental Policy for Establishment of Internal Control Systems” at a meeting of the Board of Directors as a fundamental policy related to the establishment of a system for ensuring proper operations (revised on March 25, 2020).

Pursuant to the aforementioned policy, the Company is striving to establish appropriate internal control systems, including the development of the following systems:

- System for ensuring the execution of duties by the Executive Officers and employees of Japan Post Insurance is in compliance with laws and regulations and the Articles of Incorporation
- System for retaining and managing information concerning the execution of duties by the Executive Officers
- System and rules for managing the risk of loss to Japan Post Insurance
- System for ensuring the efficient execution of duties by the Executive Officers
- System for ensuring proper operations within the corporate group comprising Japan Post Insurance and Japan Post Holdings, and subsidiaries of Japan Post Insurance
- System for ensuring effective audits by the Audit Committee

Internal Audit System

We have established the Internal Audit Department, which is independent from other executing departments, to contribute to sound and appropriate business operations. The Internal Audit Department carries out internal audits of the head office, regional headquarters, branches, subsidiaries, and agencies to review the execution status of management activities and the design and operation of each Internal Control System including compliance, and risk management in accordance with the “International Standards for the Professional Practice of Internal Auditing” developed by the Institute of Internal Auditors (IIA). The Internal Audit Department directly reports the results of internal audits to the President, CEO, Representative Executive Officer, the Audit Committee, and the Board of Directors, thereby ensuring the effectiveness of internal audits.

The Internal Audit Department has also taken steps to strengthen the Internal Audit System through efforts such as improving internal audit quality, enhancing internal audit framework and awareness, securing and developing human resources, and further cooperating with the Audit Committee, executives and business-executing departments.

Directors and Executive Officers (As of July 1, 2024)

Directors



TANIGAKI Kunio

Director and President, CEO, Representative Executive Officer

Number of shares of the Company held 1,500 shares
Number of years and months in office as a Director 1 year

Significant concurrent positions:

Director of Japan Post Holdings Co., Ltd.

Past experience, positions and responsibilities

Apr. 1984 Joined the Ministry of Posts and Telecommunications Jan. 2006 Senior General Manager of Japan Post Holdings Co., Ltd. Oct. 2007 Senior General Manager of General Affairs/Human Resources Department of Japan Post Holdings Co., Ltd. Jun. 2008 Executive Officer and Senior General Manager of Corporate Planning Department of Japan Post Holdings Co., Ltd. Jun. 2009 Managing Executive Officer and Senior General Manager of Corporate Planning Department of Japan Post Holdings Co., Ltd. Jan. 2013 Senior Managing Executive Officer of Japan Post Holdings Co., Ltd. Jun. 2016 Deputy President, Executive Officer of the Company Jan. 2017 Deputy President, Executive Officer of Japan Post Co., Ltd. Apr. 2019 Senior Managing Executive Officer of Japan Post Holdings Co., Ltd. Nov. 2021 Deputy President, Executive Officer of Japan Post Bank Co., Ltd. Jun. 2023 Director and President, CEO, Representative Executive Officer of the Company (current position) Jun. 2023 Director of Japan Post Holdings Co., Ltd. (current position)



ONISHI Toru

Director and Deputy President, Representative Executive Officer

Number of shares of the Company held 1,600 shares
Number of years and months in office as a Director 1 year

Significant concurrent positions:

Managing Executive Officer of Japan Post Holdings Co., Ltd.

Past experience, positions and responsibilities

Apr. 1990 Joined the Ministry of Posts and Telecommunications Apr. 2008 Senior General Manager of Corporate Planning Department Public Relations and Research Office of the Company Apr. 2009 General Manager of Corporate Planning Department of the Company Jul. 2009 Senior General Manager of Legal Affairs Department of the Company Jan. 2010 General Manager of Human Resources Department of the Company Jun. 2012 General Manager of Corporate Planning Department of the Company Jul. 2013 Senior General Manager of Corporate Planning Department of the Company Jul. 2015 Executive Officer, Senior General Manager of Corporate Planning Department and Senior General Manager of Affiliated Business Office of the Company Apr. 2018 Executive Officer, Senior General Manager of Kinki Regional Headquarters of the Company Jul. 2019 Executive Officer of the Company Apr. 2020 Director of JAPAN POST INSURANCE SYSTEM SOLUTIONS Co., Ltd. Jun. 2020 Managing Executive Officer of the Company Jun. 2023 Director and Deputy President, Representative Executive Officer of the Company (current position) Jun. 2023 Managing Executive Officer of Japan Post Holdings Co., Ltd. (current position)



NARA Tomoaki

Director

Number of shares of the Company held 5,200 shares
Number of years and months in office as a Director 3 years

Significant concurrent positions:

None

Past experience, positions and responsibilities

Apr. 1984 Joined the Ministry of Posts and Telecommunications Oct. 2007 General Manager of the Company Dec. 2007 Head of Office of Task Force Payment Services Improvement of the Company Jun. 2010 Executive Officer, Senior General Manager of Claim Settlement Planning and Management Department and Head of Office of Task Force Payment Services Improvement of the Company Oct. 2010 Executive Officer, Senior General Manager of Claim Settlement Planning and Management Department and Senior General Manager of Payment Services Office of the Company Jan. 2012 Executive Officer, Senior General Manager of Claim Settlement Planning and Management Department and Senior General Manager of Payment Services Office and Senior General Manager of Representative Office for Future Claim Payment Processing of the Company Feb. 2013 Executive Officer of the Company Jul. 2013 Executive Officer and Senior General Manager of Investment Planning Department of the Company Jun. 2017 Managing Executive Officer of the Company Jun. 2020 Senior Managing Executive Officer of the Company Jun. 2021 Director of the Company (current position)



MASUDA Hiroya

Director

Number of shares of the Company held – shares
Number of years and months in office as a Director 4 years

Significant concurrent positions:

Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.

Director of Japan Post Co., Ltd.

Director of Japan Post Bank Co., Ltd.

Past experience, positions and responsibilities

Apr. 1977 Joined the Ministry of Construction Apr. 1995 Governor of Iwate Prefecture Aug. 2007 Minister for Internal Affairs and Communications Aug. 2007 Minister of State for Decentralization Reform, Cabinet Office, Government of Japan Apr. 2009 Adviser, Nomura Research Institute, Ltd. Apr. 2009 Visiting Professor, Graduate School of Public Policy, The University of Tokyo Jan. 2020 Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd. Jun. 2020 Director of the Company (current position) Jun. 2020 Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd. (current position) Jun. 2020 Director of Japan Post Co., Ltd. (current position) Jun. 2020 Director of Japan Post Bank Co., Ltd. (current position)



SUZUKI Masako

Outside Director

Number of shares of the Company held 4,200 shares
Number of years and months in office as a Director 8 years

Significant concurrent positions:

Outside Audit & Supervisory Board Member of Unite and Grow Inc. Outside Director of NIPPON SIGNAL CO., LTD.

Past experience, positions and responsibilities

Jul. 1983 Joined Temporary Center Inc. Apr. 1999 Executive Officer of Pasona Inc. Sept. 2004 Senior Managing Director of Pasona Inc. Dec. 2007 Senior Managing Director of Pasona Group Inc. Jun. 2010 Director, Vice President of Benefit One Inc. Aug. 2010 Director of Pasona Group Inc. May 2012 Auditor of Benefit one Health care Inc. Jan. 2016 President and Representative Director of Benefit one Health care Inc. Jun. 2016 Director of the Company (current position) Jun. 2018 Director, Executive Vice President of Benefit One Inc. Jul. 2019 Executive Advisor of Pasona Group Inc. Dec. 2019 President and Representative Director of Pasona Force Inc. Mar. 2023 Outside Audit & Supervisory Board Member of Unite and Grow Inc. (current position) Jun. 2023 Outside Director of NIPPON SIGNAL CO., LTD. (current position)



HARADA Kazuyuki

Outside Director

Number of shares of the Company held – shares
Number of years and months in office as a Director 6 years

Significant concurrent positions:

Chairman of the Board, Representative Director of Keikyu Corporation President and Representative Director of Yokohama Shintoshi Center Corporation

Past experience, positions and responsibilities

Apr. 1976 Joined Keikyu Corporation Jun. 2007 Director of Keikyu Corporation Jun. 2010 Executive Director of Keikyu Corporation Jun. 2011 Senior Executive Director of Keikyu Corporation Jun. 2013 President and Representative Director of Keikyu Corporation Jun. 2015 Outside Director of Japan Airport Terminal Co., Ltd. Jun. 2018 Director of the Company (current position) Jun. 2019 President and Executive Officer of Keikyu Corporation Apr. 2022 Chairman of the Board, Representative Director of Keikyu Corporation (current position) Jun. 2022 President and Representative Director of Yokohama Shintoshi Center Corporation (current position)



TONOSU Kaori

Outside Director

Number of shares of the Company held 100 shares
Number of years and months in office as a Director 2 years

Significant concurrent positions:

Outside Director of Internet Initiative Japan Inc.

Past experience, positions and responsibilities

Apr. 1985 Joined The Fuji Bank, Limited Jun. 2001 Joined Tohmatsu & Co. Jun. 2006 Partner of Tohmatsu & Co. Jul. 2009 Partner of Deloitte Touche Tohmatsu LLC Nov. 2015 Board Member of Deloitte Tohmatsu LLC Jun. 2018 Board Member of Deloitte Touche Tohmatsu LLC Jun. 2022 Director of the Company (current position) Jun. 2022 Outside Director of Internet Initiative Japan Inc. (current position)



TOMII Satoshi

Outside Director

Number of shares of the Company held 600 shares
Number of years and months in office as a Director 2 years

Significant concurrent positions:

Chairman of DBJ Investment Advisory Co., Ltd.

Outside Audit & Supervisory Board Member of Fujii Oil Company, Ltd.

Past experience, positions and responsibilities

Apr. 1985 Joined The Japan Development Bank May 2010 Executive Officer, Head of Strategic Finance Group of Development Bank of Japan Inc. Jun. 2011 Managing Executive Officer, Head of Strategic Finance Group of Development Bank of Japan Inc. Apr. 2012 Managing Executive Officer, Head of Growth & Cross Border Investment Group of Development Bank of Japan Inc. Jun. 2012 Managing Executive Officer, General Manager of Investment Division, Head of Growth & Cross Border Investment Group of Development Bank of Japan Inc. Mar. 2014 Managing Executive Officer, General Manager of Investment Division, Head of Growth & Cross Border Investment Department of Development Bank of Japan Inc. Oct. 2014 Managing Executive Officer, General Manager of Investment Division of Development Bank of Japan Inc. Jun. 2015 Director, Managing Executive Officer, Chief Investment Officer of Development Bank of Japan Inc. Jun. 2016 Outside Member of the Board of World Co., Ltd. Apr. 2019 Director of Japanese Association of Turn-around Professionals (current position) Jun. 2020 Chairman of DBJ Investment Advisory Co., Ltd. (current position) Jun. 2022 Director of the Company (current position) Jun. 2023 Outside Audit & Supervisory Board Member of Fujii Oil Company, Ltd. (current position)



SHINGU Yuki

Outside Director

Number of shares of the Company held – shares
Number of years and months in office as a Director 1 year

Significant concurrent positions

Director of Future Corporation

Past experience, positions and responsibilities

Apr. 1994 Joined City Ascom Co., LTD. Feb. 1998 Joined Established Future System Consulting Corp. Oct. 2014 Joined Microsoft Japan Co., Ltd. Apr. 2017 Joined Future Corporation Apr. 2017 Executive Officer of Future Architect, Inc. Mar. 2019 Director of Future Corporation (current position) Mar. 2019 President and Chief Executive Officer of Future Architect, Inc. Jun. 2023 Director of the Company (current position)



OMACHI Reiko

Outside Director

Number of shares of the Company held – shares
Number of years and months in office as a Director 1 year

Significant concurrent positions

Attorney-at-law

Past experience, positions and responsibilities

Apr. 2000 Registered as attorney-at-law (current position) Apr. 2000 Joined Mitsui, Yasuda, Wani & Maeda (later reorganized into Gaikokuho Kyodo-Jigyo Horitsu Jimusho Linklaters) Jun. 2003 Seconded to the Counselor's Office of the Ministry of Justice's Civil Affairs Bureau of Japan (as a government official with a fixed term contract) Jul. 2006 Returned to Gaikokuho Kyodo-Jigyo Horitsu Jimusho Linklaters May 2014 Joined Ito & Mitomi (currently Morrison & Foerster LLP), Of Counsel (current position) Jun. 2023 Director of the Company (current position)



YAMANA Shoei

Outside Director

Number of shares of the Company held – shares
Number of years and months in office as a Director – years

Significant concurrent positions

Outside Director of TDK Corporation
Outside Director of Zensho Holdings Co., Ltd.
Outside Director of SCSK Corporation

Past experience, positions and responsibilities

Apr. 1977 Joined Minolta Camera Co., Ltd. Jan. 2001 CEO of MINOLTA-QMS, Inc. Jul. 2002 Executive Officer, General Manager of Management Planning Division, and Deputy General Manager of Image Information Products General Headquarters, Image Information Products Company of Minolta Co., Ltd. Aug. 2003 Senior Executive Officer of Konica Minolta Holdings, Inc. (currently KONICA MINOLTA, INC.) Oct. 2003 Senior Executive Officer of Konica Minolta Holdings, Inc., and Managing Director of Konica Minolta Business Technologies, Inc. Jun. 2006 Director, Senior Executive Officer of Konica Minolta Holdings, Inc. Apr. 2011 Director, Senior Executive Officer of Konica Minolta Holdings, Inc., and Representative Director, President of Konica Minolta Business Technologies, Inc. Apr. 2013 Director, Senior Executive Vice President and Executive Officer of KONICA MINOLTA, INC. Apr. 2014 Director, President & CEO, Representative Executive Officer of KONICA MINOLTA, INC. Apr. 2022 Director, Executive Chairman and Executive Officer of KONICA MINOLTA, INC. Jun. 2022 Outside Director of TDK Corporation (current position) Jun. 2023 Outside Director of Zensho Holdings Co., Ltd. (current position) Jun. 2024 Director of the Company (current position) Jun. 2024 Outside Director of SCSK Corporation (current position)

Executive Officers

President, CEO, Representative Executive Officer
TANIGAKI Kunio

Senior Managing Executive Officer
SAKAMOTO Hidekazu

Executive Officer
MURO Takashi

Executive Officer
HANDA Shuji

Executive Officer
NOTO Kazumi

Deputy President, Representative Executive Officer
ONISHI Toru

Senior Managing Executive Officer
HARUNA Takayuki

Executive Officer
TAGUCHI Yoshihiro

Executive Officer
IZUMI Mamiko

Executive Officer
TANABE Mikio

Deputy President, Representative Executive Officer
SHIMA Toshitaka

Managing Executive Officer
KOIE Junko

Executive Officer
SHIGEMATSU Jun

Executive Officer
ADACHI Tamami

Executive Officer
YANAGISAWA Kenichi

Senior Managing Executive Officer
HIRONAKA Yasuaki

Managing Executive Officer
MIYAZAWA Hitoshi

Executive Officer
KIMURA Yoshihisa

Executive Officer
IWATA Kazuhiko

Senior Managing Executive Officer
TACHIBANA Atsushi

Managing Executive Officer
IMAIZUMI Michinori

Executive Officer
HAMASAKI Rika

Executive Officer
SHISHIDO Tsuyoshi

Gender composition of Directors and Executive Officers: 24 male and 8 female (25% of Directors and Executive Officers are female)

Engagement with Shareholders and Investors

We strive for high transparency in the information we disclose so that our shareholders and investors can deepen their understanding of our business and growth strategies.

We also value constructive dialogue with shareholders and investors. We take in their insights gained through the dialogue and feed them back internally, including management. In this way, we link the input of our shareholders and investors to the sustainable growth of the Company and the enhancement of corporate value.

IR and SR^(Note) Activities

After the announcement of quarterly financial results, we hold conference calls and financial results briefings for institutional investors in Japan and overseas, and our management team explains management strategies and financial conditions. To respond to the interests of institutional investors, we also conduct dialogues through individual interviews. In the fiscal year ended March 31, 2024, we also held discussions between shareholders and Outside Directors on topics such as sustainability management and the agenda for the general meeting of shareholders.

We held a total of four online company information sessions for individual investors in the fiscal year ended March 31, 2024, and received opinions from many individual investors through queries and responses to questionnaires.

To ensure fairness in our information disclosure, we have established a page for shareholders and investors (IR website), where we post corporate information for investors such as timely disclosure information in a timely manner in both Japanese and English. We also implement an IR Mailing Service to communicate information related to investor relations.

Note: SR stands for "Shareholder Relations." It is carried out for the purpose of building good relationships with existing shareholders.

 Investor Relations

<https://www.jp-life.japanpost.jp/IR/en/index.html>

 IR Mailing Service

<https://www.jp-life.japanpost.jp/IR/en/mail/index.html>

Dialogues with Shareholders and Investors in FY2024/3

IR interviews		Total: 120
Breakdown of institutional investors and analysts	Domestic institutional investors and analysts	56
	Overseas institutional investors	64
Breakdown of Company personnel handling interviews	Management	41
	IR-related departments	79
Financial results conference calls (quarterly)		4
Financial results & corporate strategy meetings (interim and year-end)		2
Other IR meetings (briefings on sales strategies)		1
Small meetings between domestic and overseas institutional investors and our president		1 (Number of participating companies: 16)
Briefings for individual investors		4 (Total number of participants: 2,925)

SR interviews		Total: 10
Breakdown of institutional investors, etc.	Domestic institutional investors	9
	Proxy-advisory firms	1
Breakdown of Company personnel handling interviews	Outside Directors	2
	SR-related departments	8



Company information session for individual investors held on October 20, 2023

Themes of Dialogues (Major concerns of Shareholders and Investors)

Management Strategies, etc.	<ul style="list-style-type: none"> Strategies for improving corporate value and further growth 	Capital Policy	<ul style="list-style-type: none"> Efforts to improve capital efficiency, market valuation, etc. Evaluation of ESR levels and use of reinsurance
Sales and Products	<ul style="list-style-type: none"> Recovery of sales, development and evaluation of sales personnel Sales of new products and future product strategy 	ESG and Sustainability	<ul style="list-style-type: none"> Initiatives to enhance the effectiveness of the Board of Directors Initiatives to improve employee engagement Expansion of disclosure in line with TCFD/TNFD recommendations Monitoring of cyber risks in the Board of Directors
Asset Management	<ul style="list-style-type: none"> Status and policies for responding to changes in the market environment (such as increases in domestic and overseas interest rates) 		
Shareholder Returns	<ul style="list-style-type: none"> Shareholder return policy and approach to treasury stock acquisition 		

Feedbacks to our Business Management

We recognize the opinions and questions received from shareholders and investors as valuable input to our management strategy. They are widely shared not only with the Board of Directors and management, but also with related departments within the Company.

Examples of opinions reflected to our business

Capital Policy	<ul style="list-style-type: none"> Added adjusted profit, an indicator that partially adjusts for the effect unique to life insurance companies, and adjusted ROE based on this to our financial targets. Clarified implementation of shareholder returns based on these indicators, and realization of growth that exceeds the cost of shareholders' equity [Medium-term Management Plan] Established and disclosed appropriate ESR standards (target range) [Financial results & corporate strategy meeting material for the fiscal year ended March 31, 2023]
Expansion of Disclosure Items	<ul style="list-style-type: none"> Disclosed personnel scheduled to be appointed to each committee after the conclusion of the general meeting of shareholders [Convocation notice] Disclosed ES Survey results as indicators related to employee engagement [Annual Report] Disclosed the governance structure diagram for cyber risk [Annual Report]
Executive Compensation	<ul style="list-style-type: none"> Added "progress in promotion of ESG management" to indicators for performance-linked compensation
Other	<ul style="list-style-type: none"> Held interviews between institutional investors and Outside Directors Held small meetings between institutional investors and the President

Details of the General Meeting of Shareholders Held This Year

Date	June 17, 2024
Meeting duration	48 minutes
Number of attending shareholders	99
Mailing date of Convocation Notice	May 31, 2024
Start date of measures for electronic provision	May 21, 2024

Every year, we hold the General Meeting of Shareholders, giving top priority to enhancing communication with shareholders and improving their convenience.

Regarding the provision of materials for the General Meeting of Shareholders prior to the holding of the 18th Ordinary General Meeting of Shareholders, as in the past, we endeavored to disclose and send the materials as early as possible so that shareholders would have enough time to carefully review the proposals and we accepted questions in advance on our website. In addition, we have taken advantage of a system for electronic provision of materials to enhance content related to sustainability and other topics.

As for exercise of voting rights, we participate in the virtual platform recommended by the Tokyo Stock Exchange, which allows institutional investors to exercise voting rights electronically, and we have adopted a system that allows shareholders to easily exercise voting rights by scanning a 2D code with a smartphone, etc.

On the day of the General Meeting of Shareholders, we provide an environment where shareholders who have difficulty coming to the meeting can watch the proceedings streamed live on the Internet. In our business reports, we use video materials to provide easy-to-understand explanations, striving to ensure that shareholders can understand our management and businesses. We also enhance mutual understanding by answering questions received in advance and by holding a Q&A session with shareholders.

After the meeting, we swiftly disclose the results of the exercised voting rights, the slides used on the day of the meeting and other relevant information on the Company's website as part of our efforts to improve the way we provide corporate information to shareholders.

Risk Management Systems

Outline of Risk Management Systems

In accordance with the “Basic Risk Management Policy,” we have set up and regularly convene the Risk Management Committee headed by the Chief Risk Officer (CRO), while formulating rules of risk management.

The Risk Management Committee deliberates on risk management policies and matters concerning the establishment and operation of risk management systems as well as on matters concerning the implementation of risk management. This committee also performs appropriate risk management by monitoring and analyzing the status of each risk and other related matters. The CRO submits and reports on important matters to the Executive Committee, the Audit Committee, and the Board of Directors for discussion.

Additionally, the CRO controls the Company’s risk management and builds, verifies and upgrades risk management systems in accordance with changes in risk management circumstances and the operating environment. The Risk Management Department is in charge of overall control of risk management and under the direction of the CRO executes affairs concerning building, verifying and upgrading risk management systems. At the same time, it regularly verifies the status of risk management by monitoring, analyzing and managing the state of risk management in sections responsible for performing risk management in each risk category (hereinafter, “risk management sections”).

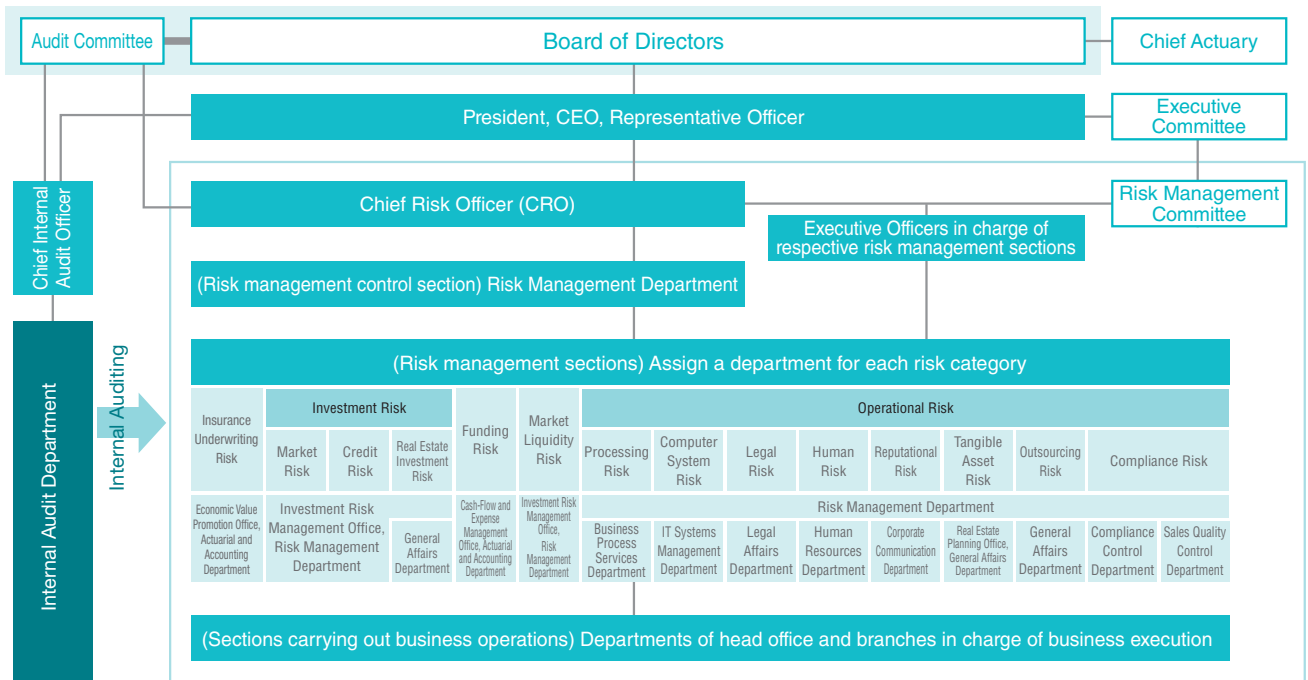
Each of the Executive Officers in charge of risk management sections operates and upgrades the systems for managing their respective assigned risks by ascertaining the presence, types and profile of risk, as well as the risk management techniques and systems as prescribed by the Basic Risk Management Policy. While operating a mutual checks and balances system with departments of the head office and branches in charge of business execution, risk management sections appropriately fulfill their monitoring role and manage their assigned risks in accordance with risk management standards. As investment risk and operational risk have multiple subcategories, we have established a department for handling comprehensive risk management in conjunction with the risk management sections for respective subcategories.

The Internal Audit Department conducts internal audits on the risk management systems and verifies the status of its design and operation.

We are working to strengthen our risk management systems through these efforts.

In enforcing risk management, we collaborate with the risk management departments of Japan Post Holdings Co., Ltd. and JAPAN POST INSURANCE SYSTEM SOLUTIONS Co., Ltd., the Company’s subsidiary.

Risk Management Structure



Principal Risk Categories and Definitions

We classify and define types and details of managed risks into the following categories, and have established a management system and rules in accordance with each characteristic and are appropriately carrying out risk management.

Insurance Underwriting Risk	The risk of losses due to changes in economic conditions, incidence rates of insured events or other factors contrary to the projections made at the time when premiums were set.	Operational Risk	The risk of losses due to improper business processing, inappropriate behavior by executives and employees, improper computer system operations or external events.
Investment Risk	The risk of losses resulting from fluctuation in the value of assets and liabilities held that include off-balance-sheet assets and liabilities.	Processing Risk	The risk of losses due to executives, employees and others neglecting to conduct proper operations, resulting in accidents or engagement in unlawful activities.
Market Risk	The risk of losses resulting from fluctuation in the value of assets and liabilities held that include off-balance-sheet assets and liabilities as well as the risk of losses resulting from fluctuations in profits generated by assets and liabilities due to fluctuations in various market risk factors such as interest rates, foreign exchange rates and stock prices.	Computer System Risk	The following types of risk are included: a) the risk of losses due to system failures or malfunctions, system defects or any other causes. b) the risk of losses due to unauthorized use of computers. c) the risk of losses due to delayed computer system development.
Credit Risk	The risk of losses resulting from a decline or elimination in the value of assets including off-balance-sheet assets due to deterioration in financial conditions of borrowers or a counterparty.	Legal Risk	The risk of losses resulting from any legal conflicts associated with our business activities or due to our improper response to the establishment of or revisions to any relevant laws and regulations.
Real Estate Investment Risk	The risk of losses due to a decline in profitability of real estate caused by factors such as changes in rents or due to a decrease in the value of real estate itself caused by factors such as changes in market conditions.	Human Risk	The risk of losses due to unequal, unfair or discriminatory actions, in terms of personnel management.
Funding Risk	The risk of losses due to overdue payment of insurance claims and others, or being forced to carry out transactions at a price extremely lower than normal as a result of a deterioration in cash management caused by factors such as a decrease in premium income following the decline of new policies caused by factors such as worsening financial conditions, an increase in payments of termination refunds following a large amount of policy surrenders and lapses and cash outflows following a significant natural disaster.	Reputational Risk	a) The risk of losses due to the spread of vague information such as rumors, speculations or reputation with regard to the Company, and the spread of misunderstandings, misperceptions or exaggerated interpretations associated with an accident or unlawful acts among policyholders or the mass media. b) The risk of losses due to negative evaluations. For example, there is a great gap between the business activities of the Company and the expectations/trust of stakeholders.
Market Liquidity Risk	The risk of losses due to being forced to conduct transactions at extremely unfavorable prices compared to normal or being unable to conduct market transactions due to factors including market turmoil.	Tangible Asset Risk	The risk of losses due to damage to tangible assets caused by disasters or other events.
		Outsourcing Risk	The risk of losses due to default of an outsourcing agreement and/or unlawful acts, etc., committed or conducted by an outsourcee (including any re-outsourced party) with regard to an operation outsourced externally.
		Compliance Risk	The risk of loss of corporate value due to the loss of trust of stakeholders including customers caused by violations of laws and regulations, rules, and in-house regulations, acts deviating from social norms, acts violating commercial practices and market practices, and acts against social expectations such as acts that do not consider the customer's perspective.

Implementation of Stress Tests

We implement periodic stress testing to ascertain the impact of an event that has a low but certain probability of occurring and could have a significant effect on the Company

In establishing stress scenarios, we undertake the following:

- We cover all risk categories that could have a significant impact on the Company taking into consideration the Company's risk profile status.
- Besides historical scenarios that have occurred in the past, we simulate forward-looking hypothetical scenarios that could occur in the future.
- We consider the impacts on the Company under a combined (comprehensive) stress scenario.

Specifically, it is a combination of events such as significant fluctuations in financial markets such as interest rates, exchange rates and stock prices, the occurrence of a major earthquake or a pandemic. In addition, we are working on estimates and analyses of the impact of climate change (long-term global warming) on assets owned, insurance claim payments, etc.

Based on the analysis of the impacts on loss situation and soundness under the stress scenarios, the results of stress tests are periodically reported to the Risk Management Committee and the Executive Committee to be used in management judgments.

Compliance

Japan Post Insurance assures the soundness and appropriateness of its business operations and maintains a framework that meets the trust of society by ensuring all its executives and employees comply with laws and regulations (laws, regulations, rules and internal rules, social norms and corporate ethics), and thoroughly practicing compliance in every aspect of its corporate activities.

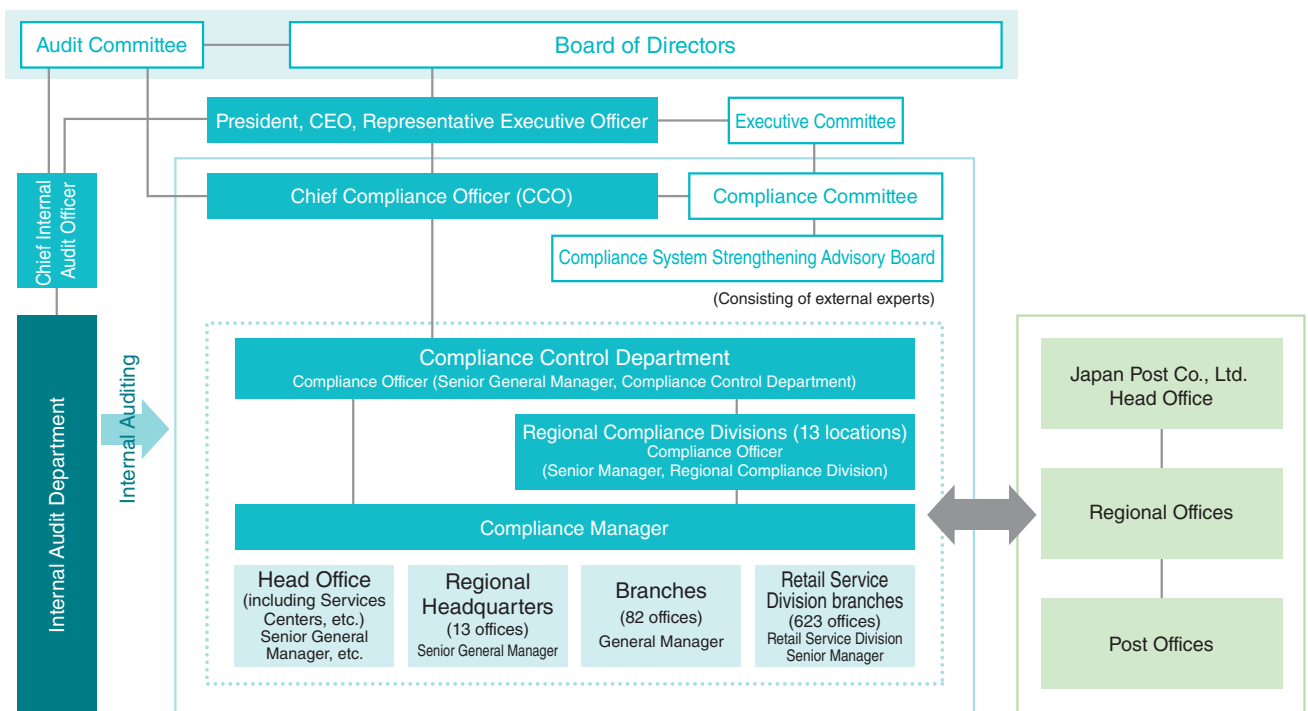
To realize our goal of becoming the “No.1 Japanese insurance company selected by customers,” Company-wide efforts are undertaken to achieve thorough implementation of compliance.

Compliance Policies

We have established and improved our compliance framework by formulating compliance rules that set out the basics of the Company’s compliance policy. These rules incorporate the “Fundamental Policy for Establishment of Internal Control Systems” developed by the Company’s Board of Directors.

To provide a guide to the laws and regulations and other rules concerning our corporate activities, we have prepared a Compliance Manual, as well as a Compliance Handbook, which describes the essentials of the Compliance Manual. We strive to ensure that all executives and employees are familiar with and understand the contents of such guidelines. Furthermore, we work to practice thorough compliance through our “Compliance Program,” a detailed compliance practice plan developed annually.

Compliance Promotion System



We have established the Compliance Committee, headed by the Chief Compliance Officer (CCO), which deliberates on management policies concerning compliance, specific compliance operations and responses to various compliance issues. The committee also works to achieve thorough compliance and prevent compliance violations by monitoring and analyzing the Company’s compliance promotion efforts.

To discuss matters related to the enhancement and reinforcement of the compliance framework of Japan Post Co., which serves as our insurance solicitor, we have set up a liaison meeting, members of which include the CCO. We also provide guidance to post offices and manage their compliance activities on the basis of discussion at the meeting.

Implementing Compliance Education

Through our Compliance Program, we conduct training courses for Compliance Managers at our head office, branches and other locations. The program covers explanations and instructions regarding the role of Compliance Managers, as well as important points to note and other details regarding compliance in our business activities. In order to provide and instill the knowledge of compliance, we also hold e-learning training courses for all executives and employees.

Whistleblowing System

The Company has established whistleblowing contact points at the Compliance Control Department of the Head Office and outside Attorney's Office for employees (including temporary employees). The whistleblowing contact points aim to achieve early detection and the resolution of acts of violations or possible violations of compliance. Based on the improper solicitation related to our products uncovered in 2019, the Japan Post Group has newly established an external whistleblowing contact point exclusively for financial product sales issues since March 2020, and is ensuring that all employees are aware of how it is used.

In addition, since September 2021, the Japan Post Group has introduced a dedicated portal site, the "One-Stop Consultation and Reporting Platform" which will guide whistleblowers to the most appropriate contact point for consultation and reporting of harassment and other violations of compliance by simply selecting the content of the consultation or reporting and the response desired to the company. In addition to the introduction of the "One-Stop Consultation and Reporting Platform," we have also adopted a system in which the acceptance of whistleblowing and the investigation of reported events are conducted by an "External Specialist Team" consisting of solely outside attorneys and their assistants.

Measures related to Anti-Money Laundering, Combating the Financing of Terrorism, and Countering Proliferation Financing

We have formulated the Policy on Anti-Money Laundering, Combating the Financing of Terrorism and Counter-Proliferation Financing in accordance with the FSA's Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism. Based on this policy, we will promote initiatives to appropriately mitigate risks of money laundering, the financing of terrorism, and proliferation financing (hereinafter, "Money Laundering").

From the perspective of preventing the abuse of our products and services for Money Laundering, we identify and evaluate risks based on the characteristics of our businesses and the status of our representative offices, as well as laws and regulations, and take appropriate measures commensurate with these risks in order to effectively mitigate them.

In addition, the management is taking the initiative in promoting measures to prevent Money Laundering, and we have appointed the CCO as the person in charge of anti-Money Laundering, etc. measures. We clearly define the roles and responsibilities of executives and employees involved in anti-Money Laundering, etc. measures.

Initiatives for Protecting Personal Information

Japan Post Insurance recognizes the importance of information security management called for by society and promotes measures to protect personal information appropriately pursuant to relevant laws and regulations.

For an internal management structure to ensure the safe management of personal data, we have established and announced the fundamental policy for protecting personal information (Japan Post Insurance Privacy Policy), and have also designated the Chief Information Security Officer (CISO), who is in charge of the Company-wide control of information security, and other responsible personnel. In this way, we are protecting and handling personal information in an appropriate manner.

 [Japan Post Insurance Privacy Policy \(in Japanese\)](https://www.jp-life.japanpost.jp/policy/privacy/pcy_prv_statement.html)

https://www.jp-life.japanpost.jp/policy/privacy/pcy_prv_statement.html

 [Purpose of Use of Personal Information Succeeded from Japan Post \(in Japanese\)](https://www.jp-life.japanpost.jp/policy/privacy/pcy_prv_object.html)

https://www.jp-life.japanpost.jp/policy/privacy/pcy_prv_object.html

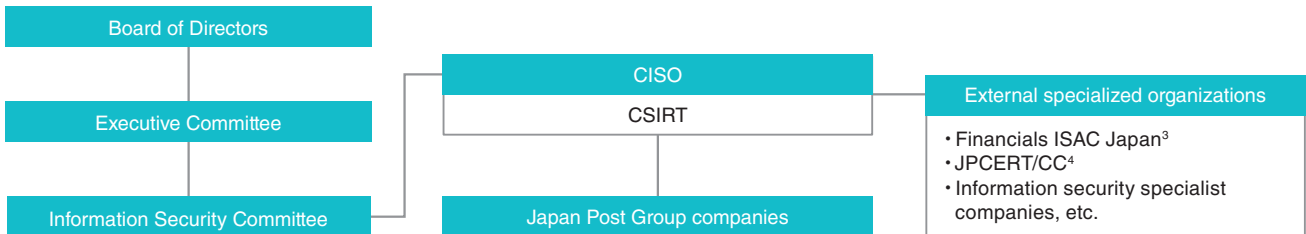
Response to Cybersecurity

Recognizing the risk of cyberattacks as a material risk, we have designated the Chief Compliance Officer as our CISO¹, and implement multi-layered risk management that combines defense and detection mechanisms under the leadership of our CISO.

In terms of systems, we have established the CSIRT², an organization that conducts activities in preparation for cyberattacks in ordinary times and emergencies. The CSIRT gathers information in collaboration with external specialized organizations, and works on the development of emergency response procedures for IT systems that need to respond to the threat of cyberattacks. In addition to regular cyber drills, we conduct internal training and drills for executives and employees to continuously improve our response capabilities in the event of a cyberattack.

To carry out these activities, we have established the Information Security Committee within the Company. Management is taking the lead in promoting such measures, while working in cooperation with other companies in the Japan Post Group based on “Japan Post Group Executive Declaration on Cyber Security.”

The status of reviews and discussions at the Information Security Committee is regularly reported to the Executive Committee. Important matters are reported to the Board of Directors after they have been discussed and decided by the Executive Committee.



Notes:

1. Chief Information Security Officer
2. Computer Security Incident Response Team
3. General Incorporated Association Financials ISAC Japan
4. Japan Computer Emergency Response Team Coordination Center

Elimination of Antisocial Forces

Japan Post Insurance recognizes that the complete elimination of relationships with antisocial forces is an integral part of our corporate social responsibility and is essential in maintaining the trust of our customers and realizing sound management, and have established an appropriate system with the President, CEO, Representative Executive Officer at the top.

To eliminate and avoid any relationships with antisocial forces, our “Fundamental Policy for Establishment of Internal Control Systems” requires the ending of all relationships with antisocial forces that pose a threat to the order of society and sound corporate activities by routinely collaborating with the police and other outside experts, and firmly rejecting the unjustified demands of antisocial forces. In addition, based on this policy, we have created the “Basic Policy on Handling of Antisocial Forces” as well as “Rules for Handling of Antisocial Forces,” which define our framework for avoiding all relationships with antisocial forces and the basics for organizational actions.

As specific measures, we incorporated a clause against organized crime into our policy agreements in April 2012. Other measures include checking all policies in force for any link with antisocial forces and incorporating a clause against organized crime into other contracts. We also encourage the people in charge of countering unjustified demands to participate in the corresponding training seminar; work to reinforce our ties with the police, lawyers and other external organizations; and provide guidance to employees through training programs.

Education for Sales Personnel and Insurance Solicitation Agents

We state in our Solicitation Policy that we will make efforts to raise product knowledge and consulting capabilities of all executives and employees. Accordingly, we are making efforts to improve consulting-based sales skills in accordance with the life plan of each and every individual customer by providing training and education for sales personnel and solicitation agents.

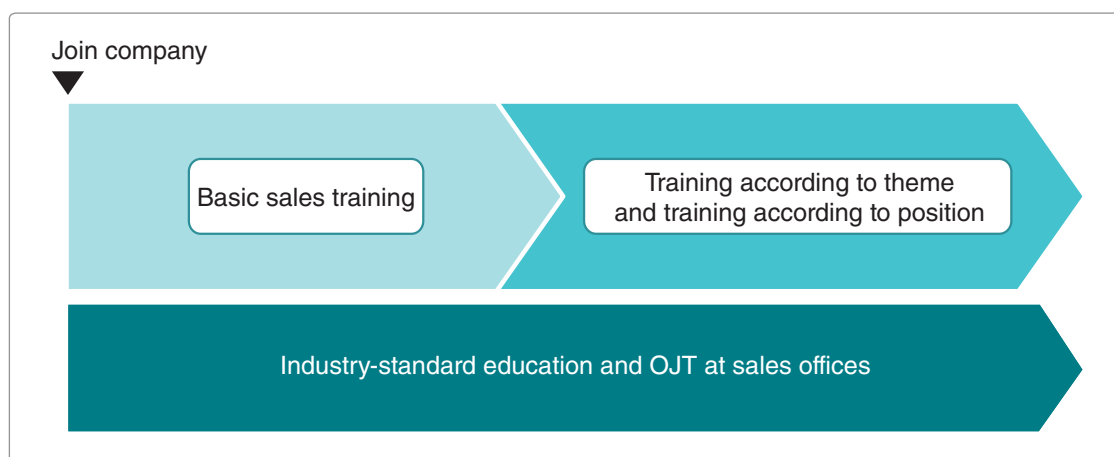
Sales Personnel

Sales personnel engage in insurance solicitations mainly targeting the individual and corporate markets.

Overview of Education

We work to develop sales personnel who possess advanced knowledge and a sense of ethics to ensure that individuals accurately respond to the needs of customers, in order to customer-oriented sales activities

Sales personnel acquire the basic knowledge and skills needed to undertake insurance solicitations in the personal and corporate markets through mass training and industry-standard education. We also implement various types of training based on specific themes, focusing on on-the-job training at sales offices, with the aim of developing human resources who are able to demonstrate high-quality consulting-sales abilities.



Insurance Solicitation Agents

We conclude life insurance sales and maintenance agreements with each of Japan Post Co. and the operators of contracted post offices and carry out insurance soliciting via the nationwide network of post offices, primarily targeting the individual market.

Overview of Training

Employees who are engaging in insurance solicitation are provided with training aimed at ensuring thorough compliance, customer-first business operations and enhanced operational knowledge.

In addition, we provide support for training implemented by Japan Post Co.

