

Realizing a Sustainable Society

Our predecessor, Postal Life Insurance Service, was launched with the social mission of “protecting the means of fundamental livelihood of the public through simple procedures.” We have been privatized, but our mission to support people’s lives through insurance has not changed.

Under our management philosophy “Be a trustful partner for people, always being close at hand, and endeavoring to protect their well-being,” we clarified a new social mission (purpose). We have set a “Sustainability Policy” to help resolve social issues and to work to achieve the SDGs by fulfilling this social mission (purpose) and meeting social needs in an age of the 100-year life.

We are also working to resolve issues related to sustainability through our business activities.

Management Philosophy	Be a trustful partner for people, always being close at hand and endeavoring to protect their well-being.
Social mission (purpose)	<p>We will remain trusted and selected by customers, thereby protecting their lives by providing life insurance product.</p> <div> <div> <ul style="list-style-type: none"> ✓ Provide basic protection through the network of community-based post offices with the opportunity of notice about necessity </div> <div> <ul style="list-style-type: none"> ✓ Respond precisely to the needs of society in the age of 100-Year Life as a life insurance company </div> <div> <ul style="list-style-type: none"> ✓ Pay insurance claims to customers nationwide as promised in a reliable and smooth manner </div> </div>

Social needs in the age of 100-Year Life	
Customers and products	<p>Growing needs of customers of all generations in the age of 100-Year Life</p> <ul style="list-style-type: none"> ● Needs of all generations <ul style="list-style-type: none"> - Prepare for any emergency ● Needs of middle-aged and elderly population <ul style="list-style-type: none"> - Prepare for succession and inheritance of assets - Have a safe and healthy post-retirement life (with enhanced Well-being*) ● Needs of young and working-age customers <ul style="list-style-type: none"> - Prepare for risks with lower premiums
Contact point with customers	<ul style="list-style-type: none"> ● Follow-up services for customers nationwide ● Promotion of multi-channel strategy utilizing digital technologies
Environmental consideration	<ul style="list-style-type: none"> ● Business management that considers sustainability, such as reduction of greenhouse gas and contribution to regional communities

Sustainability Policy

Japan Post Insurance will aim to realize sustainable growth and SDGs by contributing to resolving social issues related to sustainability through the embodiment of our management philosophy and fulfillment of our social mission to protect customers’ lives with the power of insurance.

[Promotion system]

To strengthen the sustainability promotion system, we set up the Sustainability Promotion Office and the Sustainability Committee as a consultation committee for the Executive Committee in April 2021.

The Sustainability Committee promotes strategies, plans, etc. that contribute to resolving social issues related to sustainability by discussing specific strategies toward the realization of SDGs, reporting on the implementation of sustainability activities, etc.

Japan Post Insurance

Board of Directors
Executive Committee
Sustainability Committee (Office: Sustainability Promotion Office of the Public Relations Department) <div> Matters related to the promotion of the sustainability strategy <ul style="list-style-type: none"> - Discussing specific strategies toward the realization of SDGs - Reporting the implementation conditions of sustainability activities, etc. </div>

[Social Challenges (Materiality) to Address with Priority]

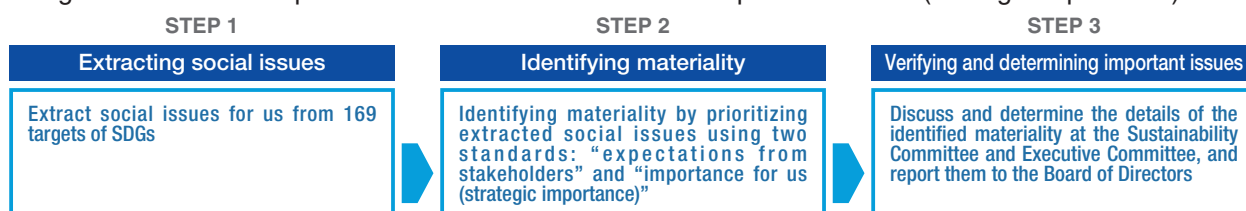
To fulfill our social mission based on the sustainability policy, we set up five “Social Challenges (Materiality) to Address with Priority.”

We will work to resolve social issues through various initiatives.

Social Challenges (Materiality) to Address with Priority and goals	Main Initiatives	Reference page
<p>Provide insurance products and services through the network of post offices, etc.</p>  	<ul style="list-style-type: none"> ● Provide basic protection and services through the network of community based post offices ● Integrate the network of post offices and digital contact points through DX promotion ● Develop products that respond to the protection needs of all generations 	<p>P24</p> <p>P30</p> <p>P26</p>
<p>Contribute to the development of communities and society; and environmental conservation</p>  	<ul style="list-style-type: none"> ● Initiatives for carbon neutrality ● Initiatives in accordance with the TCFD proposal ● Promote ESG investment 	<p>P43</p> <p>P42</p> <p>P38</p>
<p>Extend healthy life expectancy through health promotion, etc. - Increase well-being</p>  	<ul style="list-style-type: none"> ● Popularize radio exercise ● Provide services utilizing health promotion app “Sukoyakanpo” ● Provide insurance services based on interest in health promotion and social needs ● Promote ESG investment ● Respond to the spread of COVID-19 	<p>P44</p> <p>P45</p> <p>P26</p> <p>P38</p> <p>P46</p>
<p>Establish an environment where each and every employee can actively demonstrate his/her full potential to empower himself/herself</p>  	<ul style="list-style-type: none"> ● Corporate culture reform/work style reform ● Human resources development, strengthening the use of human resources ● Promote diversity (promoting expanding roles for female employees, providing support for balancing work and childcare/nursing care, promoting employment of persons with disabilities, and responding to gender diversity) 	<p>P32</p> <p>P33</p> <p>P35</p>
<p>Corporate governance supporting the meaning of our business and social mission</p>  	<ul style="list-style-type: none"> ● Regain customers' trust ● Thorough compliance ● Strengthen corporate governance 	<p>P22</p> <p>P66</p> <p>P48</p>

[Identification process]

We identified social challenges (materiality) by extracting issues based on SDGs and prioritizing them using two standards: “expectations from stakeholders” and “importance for us (strategic importance).”



ESG Investment

We will take on initiatives for realizing a sustainable society through asset management, considering ESG elements for the entire asset portfolio as an institutional investor that manages long-term assets.



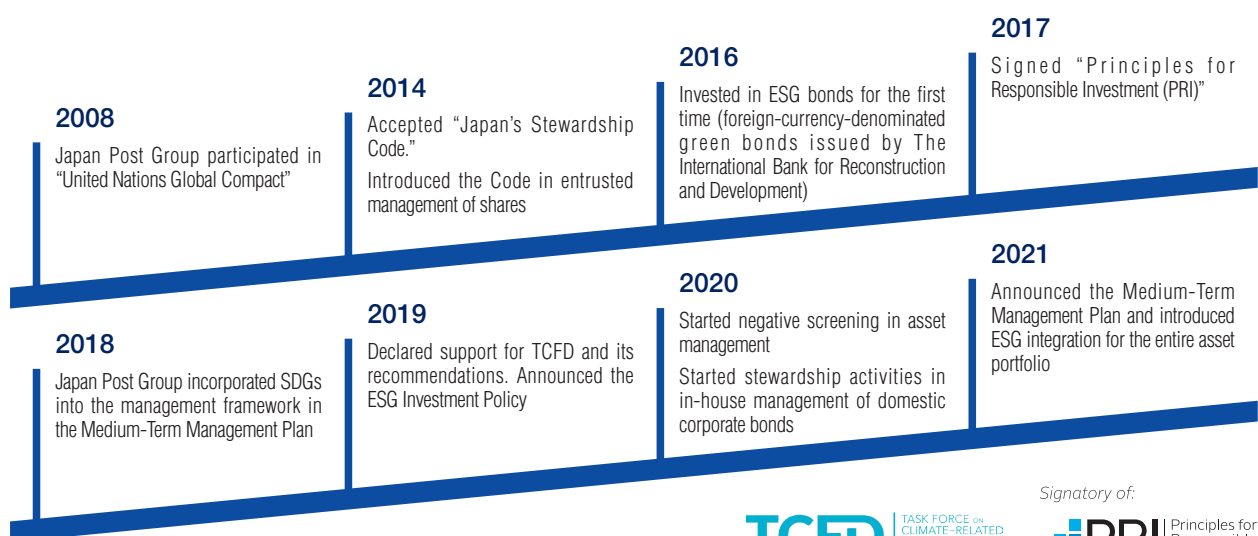
ESG Investment Policy

From the perspective of fulfilling our social responsibilities to all stakeholders, we are promoting initiatives to solve environmental, social and governance (ESG) issues facing society, and actively taking on challenges toward the sustainable growth of corporate value and social development.

In asset management, we will consider various factors of ESG in making investment decisions, in order to realize a sustainable society, improve investment results and reduce risks in the long-term.

- We will integrate ESG factors into the investment processes (such as investment analyses and decision-making processes) in phases, according to the characteristics of respective assets. For example, we will invest in the environmentally-friendly natural energy power generation business, and will actively evaluate companies with technology, business foundations, and other characteristics that contribute to the solution of ESG issues in the area of internal domestic equity investments.
- By appropriately conducting constructive dialogue and exercising voting rights in consideration of ESG factors, we will encourage investee companies to contribute to the realization of a sustainable society through their business activities, and to improve their corporate value. In addition, we will also seek substantial disclosure of non-financial information, including ESG factors, in order to improve our investment processes.
- We will monitor the status of ESG investment activities at the investment managers that we do business with, and will encourage their ESG investment activities such as by sharing successful examples.
- We will work on information exchange and collaboration with other institutional investors, industry groups, and others, in order to further contribute to the realization of a sustainable society.
- We will disclose the status of our ESG investment activities regularly on our website and through disclosure and other materials.

Results of the initiatives for ESG investments



TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Signatory of:

PRI Principles for Responsible Investment

Framework for ESG investments

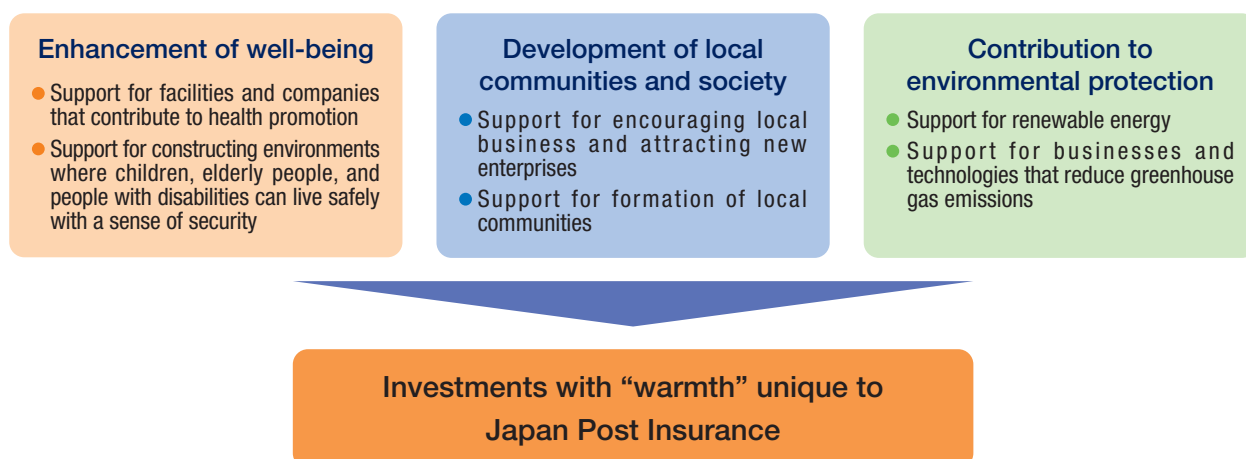
For our ESG investments, we will handle mainly ESG integration, engagement, and impact investments.

ESG integration	<p>Having introduced ESG integration for the entire asset portfolio¹, we comprehensively evaluate and use financial information as well as the ESG initiatives of investees in our investment decision-making.</p> <p>(Note 1) Including externally managed assets. For externally managed assets, we review and evaluate the initiatives for ESG investments when selecting and monitoring investment managing organizations and fund managers.</p>
Engagement and exercising voting rights	<p>We accurately grasp the conditions of investees to engage constructively with them. While building relationships with investees, we demand disclosure of not only financial information but also non-financial information, including ESG elements to confirm their initiatives for ESG issues, etc.</p> <p>Our voting activities are based on our Policies on the Exercise of Shareholders' Voting Rights. When voting, we take into consideration non-financial information, including ESG factors, and information gained from dialogues with companies.</p> <p>Japan Post Insurance has accepted Japan's Stewardship Code and has established Company policies in accordance with it.</p> <p>For details of Japan Post Insurance's stewardship activities, please refer to the Company's website.</p> <p>https://www.jp-life.japanpost.jp/aboutus/csr/responsible_investment/stewardship/ (in Japanese)</p>
ESG-themed investments and impact investments	<p>We promote ESG-themed investments and impact investments² in accordance with our priority initiative themes (shown below) based on "warmth."</p> <p>(Note 2) Impact investments mean investment activities intended to generate positive and measurable social and environmental impact in parallel with financial returns.</p>
Negative screening	<p>We do not invest in any manufacturers of controversial weapons or new domestic or overseas project financing for coal-fired power generation, which emits a lot of CO₂ and is known to have an adverse impact on climate change.</p>

Priority initiative themes of ESG investments



















We will focus on the "enhancement of well-being," "development of local communities and society," and "contribution to environmental protection" as initiative themes and make investments with "warmth" unique to Japan Post Insurance.

[Specific initiative proposals]



Major ESG-themed investment examples

We make ESG-themed investments considering ESG elements. We invest in projects which can widely contribute to the achievement of the SDGs and the resolution of issues upon confirmation of feasibility and limitation of use of funds.

Investment cases	Relevant SDGs
Investment in an Education Bond to support school education, vocational training, gender equality, in the Asia-Pacific region (March 2021) © Asian Development Bank	  
Investment in a Sustainable Development Bond to support "One Health," optimal health outcomes in people, animals, and global environment taken as a whole. (March 2021) © Inter-American Development Bank	   
Investment in a Sustainable Development Bond to support the purchase and distribution of vaccines through the international framework "COVAX" (March 2021) © Inter-American Development Bank	   
Investment in a Green Bond to support green recovery (the transition to sustainable low-carbon society under the COVID-19 pandemic) (January 2021) © World Bank	  
Investment in a Green Transition Bond to support the transition toward decarbonization of carbon-intensive industries (January 2021) © European Bank for Reconstruction and Development	  
Investment in a Sustainable Development Bond in response to the COVID-19 (May 2020)	 
Investment in a Sustainability Awareness Bond to fight against COVID-19 (May 2020)	
Investment in a Climate Awareness Bond (May 2019)	 
Investment in a Social Bond themed Feed Africa to increase food production on the African continent (May 2018)	 
Investment in a Sustainable Development Bond to Raise Awareness of Health and Nutrition of Women, Children, and Adolescents (May 2018)	 
Investment in a Thematic Bond promoting gender equality (May 2018)	
Investment in renewable energy projects such as solar power generation and biomass power generation (project finance) (since 2017)	 

Initiatives as signatory to the Principles for Responsible Investment (PRI)

We promote ESG investments in accordance with PRI and report the status of the initiatives once a year. In the Assessment Report 2020 for activities in 2019, we obtained the highest rating of "A+" for "Listed Equity - Active Ownership" and "A" for "strategy and governance," "Listed Equity - Incorporation" etc.

Signatory of:

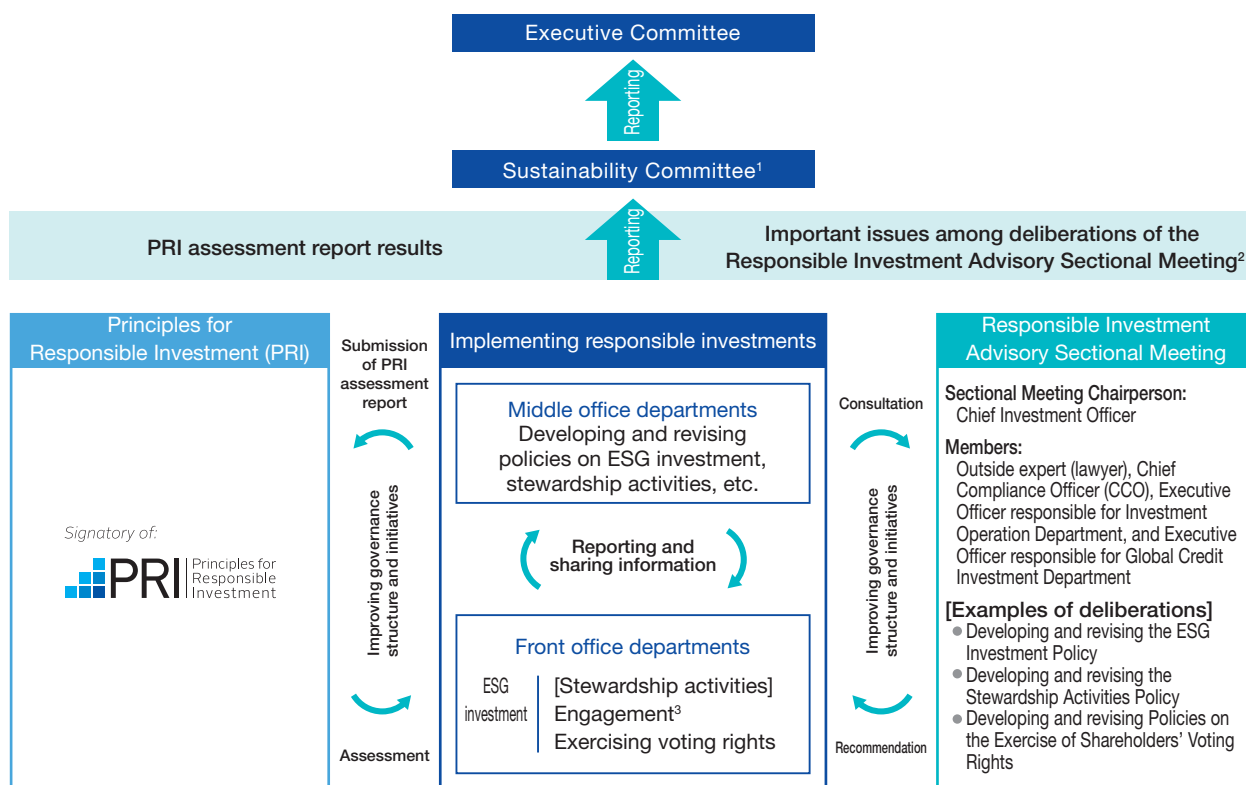


Collaboration with industry groups

Through our participation in the Stewardship Activities Working Group and the ESG Investment Working Group of The Life Insurance Association of Japan, we share information with other participants. As a member of the Stewardship Activities Working Group, we participate in collaborative engagement with a view to vitalizing the stock market and realizing a sustainable society

Governance structure for promoting responsible investments

We promote responsible investment, including ESG investment and stewardship activities, under the following governance structure.



Notes: 1. For details on the Sustainability Committee, refer to P36.

2. The Sustainability Committee discusses all matters for deliberation from a company-wide perspective, except those with possible conflicts of interest such as stewardship activities and exercising voting rights.

3. "Constructive dialogue" with investee companies

I want to help resolve social issues through ESG investments

In the Investment Planning Department, I am in charge of the planning and promoting ESG investments. I am searching for solutions to issues every day, while interest is growing in environmental and social problems, which have a great impact on society in the medium to long term. These issues are being discussed actively inside and outside the Company.

I believe that the growth of ESG investments, one of the solutions, will lead to achieving the SDGs (Sustainable Development Goals), and I want to consider ESG investments based on the characteristics of Japan Post Insurance, and carry out actual investments.



HOSUMI Anna
Investment Planning Department

Environment



Initiatives for the TCFD Recommendations

In April 2019, we expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) established by the Financial Stability Board (FSB).

We will promote our existing initiatives related to climate change even more and make further efforts on information disclosure.

Governance

- We established the Sustainability Committee in April 2021 to aim for our sustainable growth and the realization of SDGs by contributing to solving social issues, including climate change-related initiatives.
- Future initiatives will include the consideration and discussion of issues related to climate change by specialized committees including the said Committee, and the status of progress, etc. will be reported to the Executive Committee. Important issues will be discussed and decided by the Executive Committee and reported to the Board of Directors.



Formulate medium- to long-term policies, grasp and analyze status of progress in initiatives

Grasp and analyze status of climate-related risks, etc.

Strategy

- We recognize the impact of climate change on our business as follows:

Life insurance business



- Rise in insurance claim payment due to increased damage from natural disasters, etc.
- Changes in mortality and morbidity rates over the medium to long term due to the impact of rising average temperature and abnormal weather
- Changes in consumers' insurance needs such as rising demand for products and services related to maintaining health, etc.

Asset management



- Impaired value of invested assets due to expanding loss incurred by investees upon increased damage from natural disasters, etc.
- Impaired value of investees due to the impact of changes in regulations in line with the shift to a low-carbon society, stricter regulations and changes in consumer preference
- Expanding green finance market and increasing investment opportunities including investments in renewable energy business (infrastructure)

Risk management

- We will manage climate change-related risks by honing the risk management process through scenario analysis (recognition/management/evaluation).
- As for asset management, we conduct ESG investment by integrating ESG factors and considering engagement in the investment process based on the ESG Investment Policy formulated in April 2019. Going forward, we will measure greenhouse gas emissions of investees to consider a method of portfolio management that takes emissions into account.

Indicators and targets

- Aiming to achieve carbon neutrality by 2050, we have set a reduction target for CO₂ emissions:
(FY2031/3 target: a reduction by 46% from FY2020/3 results)*

* Applicable to Scope 1 (direct emissions from the Company) and Scope 2 (emissions associated with the use of electricity, etc. supplied by other companies), and excluding the increase caused by new business.

Achieving carbon neutrality

To realize a decarbonized society, we will aim to reduce greenhouse gas emissions by 46% from FY2020/3 levels by the fiscal year ending March 31, 2031, and achieve carbon neutrality by 2050.

To achieve the long-term target of the Paris Agreement, we will reduce greenhouse gas emissions (CO₂ emissions) by cutting back on electricity consumption through energy-saving and streamlining facilities and vehicles and by using decarbonized power sources, on the basis of a shift to a carbon-neutral society including the associated technological innovation.

Based primarily on the results of an energy-saving diagnosis, we are improving the operation of

lighting and air-conditioning equipment, cutting back on energy consumption, mainly by installing energy-saving equipment, and reducing greenhouse gas emissions (CO₂ emissions) by introducing hybrid and eco-friendly vehicles.

By the fiscal year ending March 31, 2020, we reduced CO₂ emissions by 9,148 t-CO₂ (32% of total emissions) compared with the fiscal year ended March 31, 2014.

Reducing paper consumption

In addition to conventional brochures, we provide the Contract Guidelines and Policy Conditions online on our website in PDF format for customers who choose Web viewing when concluding an agreement, which reduces paper consumption.

In addition, we are working to reduce paper use by encouraging cutting back on copy paper and converting office forms to digital format.

Supporting environmental conservation

We support programs to revitalize forests and increase greenery, such as making donations to forestation activities.

In the fiscal year ending March 31, 2021, we donated ¥2 million to the "Green Fund" operated by the National Land Afforestation Promotion Organization. This was used to support for such activities as reforestation by citizens' groups.



Workers revitalizing a forest (thinning) funded by a supported group

Social



Popularizing and promoting Radio Exercise



Radio Exercise is a popular exercise routine that anyone can participate in anywhere, anytime. Recently, people have come to spend more time at home due to COVID-19, so Radio Exercise has come to attract attention as an exercise that is easy to do at home.

We want to convey the warmth and attractiveness of Radio Exercise in order to use it as a solution to social issues such as health promotion and revitalization of local communities in an age of the 100-year life.

We hold Radio Exercise events throughout Japan.

Festival of 10 Million People's Radio Exercise and Minna no Taiso ("Exercise for Everyone")

This is the biggest Radio Exercise event. We have held this event every year since 1962, and many people have participated in it through TV and radio.

Radio Exercise and Minna no Taiso Tour

We hold the summer tour (July 20 to August 31) and the special tour (April to October excluding the period of the summer tour), which are broadcast live on NHK Radio 1.



Radio Exercise Digital Tour/Digital Radio Exercise Competition

In the fiscal year ended March 31, 2021, the Radio Exercise Tour was canceled due to COVID-19, so we held the "Radio Exercise Digital Tour" and "Digital Radio Exercise Competition" as alternative events (distribution of Radio Exercise videos). For the Radio Exercise Digital Tour, we donated the amount corresponding to the number of views of the videos as of the end of March 2021 (¥1,250,900) to the Japanese Red Cross Society to support the activities of health care practitioners and the prevention of infection.

All-Japan Elementary School Radio Exercise Competition

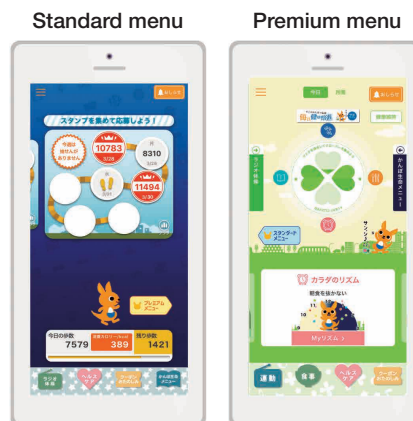
This competition for elementary school students started in 2014. The event contributes to developing the physical strength of elementary school students nationwide.

Radio Exercise Attendance Card

Every year, we create and distribute Radio Exercise Attendance Cards to many people through post offices and branches of Japan Post Insurance nationwide.

Providing services through a health support app

With the advent of the super-aging society, the role expected of life insurance is no longer limited to conventional services. For example, we make insurance payments in cases such as hospitalization due to illness or injury, but includes providing services for preventing illness and injury, and for promoting and maintaining health. To fulfill such a role, we are vigorously supporting healthy and affluent lifestyles, and as a measure of this support, we have launched the Sukoyakanpo health support app which helps people pursue health with ease. The app is available for free, and features both the Standard menu for everyone, and the Premium menu with more enhanced content for policyholders and insured people, as well as policyholders' families.



○ Main functions of the Sukoyakanpo health support app

Standard menu Free

Support 1 Enjoy "walking"

Step count management/ Radio Exercise

The basis of health maintenance is to do physical exercise every day. Easy step count management and useful Radio Exercise functions support your healthy lifestyle.

S Standard menu P Premium menu

Support 2 "Learn" your body

Health Improvement Advice

You can analyze your body from a medical examination result. This function helps you solve your health-related problems through advice to improve your health.

S Standard menu P Premium menu

Premium menu Free

Support 3 Know the "rhythm of your body"

Body Rhythm Advice

Support the correct cycle of meals, exercise, and sleep. Summarize the next goal and the past results in an easy-to-understand way to raise your motivation.

P Premium menu

Support 4 Support "eating"

Diet Advice

Support a well-balanced diet with healthy and delicious recipes and the check function which calculates the calories and nutrients of meals in photos.

P Premium menu

*In the "Health Improvement Advice" function, "Disease Risk Check" and "My Column" are available only via the Premium menu.

Promotion of Kampo Platinum Life Service

Japan Post Insurance is conducting a company-wide initiative called "Kampo Platinum Life Service" to win the favor of its 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.

Provision of health and medical information

- Free telephone consultation service for policyholders
 - Consultation on health, medicine, nursing care and childcare
 - "Taxes in life" consultation

Provision of information contributing to enhancement of customers' QOL

- Publication of "Kampo Platinum Life Service," an information magazine for elderly customers

Establishment of systems friendly to elderly customers/training of employees

- Establishment of a dedicated call center for elderly customers
- Encouraging employees to acquire qualifications
 - Carefitter
 - Dementia Supporter

Countermeasures and initiatives in response to COVID-19

We would like to extend our deepest sympathies and condolences to those who have been affected by the outbreak of COVID-19. We perform the following initiatives to fulfill our social mission and our role as a life insurance company throughout the COVID-19 pandemic.

Actions to be implemented	Key initiatives (overview)
Initiatives to support customers	<ul style="list-style-type: none"> Emergency treatment such as extending the grace period for premium payments and the omission of some necessary documents Payment of additional insurance benefits in the event of death due to COVID-19 on top of the death benefit (the “double payment of insurance benefits”)* Payment of hospitalization benefits, even if medical institutions did not allow hospitalization due to the effects of COVID-19, to people receiving medical treatment in hotels or other places provided by the local government, or in the case of treatment at home, upon submission of a doctor's certificate or other documentation
Responding to lifestyle changes	<ul style="list-style-type: none"> Expansion of “My Page,” a Web service for policyholders, to include a function for requesting documents necessary for payment of hospitalization and surgery benefits in November 2020, in order to respond to the growing demand for non-face-to-face use of our services
Initiatives as a responsible institutional investor	<ul style="list-style-type: none"> Purchase of bonds issued by international organizations in response to COVID-19
Donation	<ul style="list-style-type: none"> Donation of an amount corresponding to the number of views of the Radio Exercise videos (YouTube) as of the end of March 2021, ¥1,250,900, to the Japanese Red Cross Society to support health care workers and to prevent the spread of infections.

*Depending on the type of insurance policy, the double payment of insurance benefits might not apply. The double payment of insurance benefits does not apply if the insured person passes away before one year and six months has elapsed since the enrollment date (contract date).

(*)The up-to-date availability is shown on the website of Japan Post Insurance, so please see this before making an application or inquiry.

Contribution to local communities

Based on our management philosophy “Be a trustful partner for people, always being close at hand, and endeavoring to protect their well-being,” we are performing social contribution activities at branches, etc. around Japan.



Donation to a food bank group (Chiba Branch)



Participation in a weeding event in the Tottori sand dunes (Tottori Branch)

Support for wheelchair tennis

Japan Post Insurance has been supporting wheelchair tennis as a top partner of “Japan Wheelchair Tennis Association (JWTA)” since the fiscal year ended March 31, 2019 by sponsoring wheelchair tennis competitions and wheelchair tennis events for the junior generation, etc. nationwide. We will contribute to the formation of a diverse society through support for wheelchair tennis, and proactively perform initiatives for SDGs.



Human rights

Human rights policy

We have formulated the “Japan Post Insurance Human Rights Policy” and are promoting human rights education activities to raise awareness of human rights among all employees. We respect human rights, and do not discriminate on the basis of race, color, gender, sexual orientation, sexual identity, language, religion, politics or creed, nationality or social origin, poverty or wealth, birth, disability, etc. We also aim to avoid indirect discrimination.

Location on the website

Home ▶ Social Contribution Initiatives ▶ Creating a People-Friendly Business Environment ▶ JAPAN POST INSURANCE Human Rights Policy

Promotion system for human rights awareness

We have set up the “Work Style Reform Committee,” chaired by the Executive Officer responsible for the Human Resources Department, for ways to promote human rights awareness in the Company, etc. as one of its major roles.

In addition, the “person responsible for management of human rights awareness” and “person in charge of human rights awareness” of each organization promote human rights initiatives, responding to problems related to human rights, and taking other actions.

Initiatives to eliminate of harassment

We believe that harassment in the workplace is a problem related to human rights and not only deeply impacts the dignity of individuals and causes irreparable damage to victims, but also negatively affects the people nearby and prevents all employees working in the same workplace from making full use of their abilities. We have stipulated “Prohibition of harassment” in the rules of employment and raise awareness through education as well as training to prevent harassment. In addition, we have set up a consultation desk to enable victims to consult us with a sense of security.



Human rights awareness training, education, and activities

We help to raise awareness of human rights at various ways, such as training by job level for officers, executive employees, administrators, new employees, etc. as well as DVD training, e-learning, workshops in the workplace, etc. for all employees.

In addition, we also invite employees to come up with human rights awareness slogans every year, and create and display posters of the best entries in all workplaces.

Governance



Corporate Governance Systems

► Basic Concept of Corporate Governance

We take the solicitation quality issues of Japan Post Insurance products very seriously, and are working to strengthen corporate governance through our Board of Directors and other bodies in order to ensure that a similar incident does not happen again in the future. The Company has 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/company/en_abt_cmp_report.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.

► Board of Directors (Management Supervision)

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.

The three committees, the Nomination Committee, the Audit Committee and the Compensation Committee, have been established to fully utilize external views on the management of the Company and ensure the transparency and fairness of decision-making of the management. The specific roles of these committees are as follows:

● Nomination Committee

The committee determines proposals for general meetings of shareholders concerning the election and dismissal of Directors.

Committee Chair: HARADA Kazuyuki (Outside Director)
Members: SENDA Tetsuya, MASUDA Hiroya, SAITO Tamotsu (Outside Director), YAMADA Meyumi (Outside Director)

● Audit Committee

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.

Committee Chair: SAITO Tamotsu (Outside Director)
Members: NARA Tomoaki, SUZUKI Masako (Outside Director), YAMADA Meyumi (Outside Director), YAMAZAKI Hisashi (Outside Director)

● Compensation Committee

The committee formulates compensation policies for Directors and Executive Officers and determines detailed compensation for each individual.

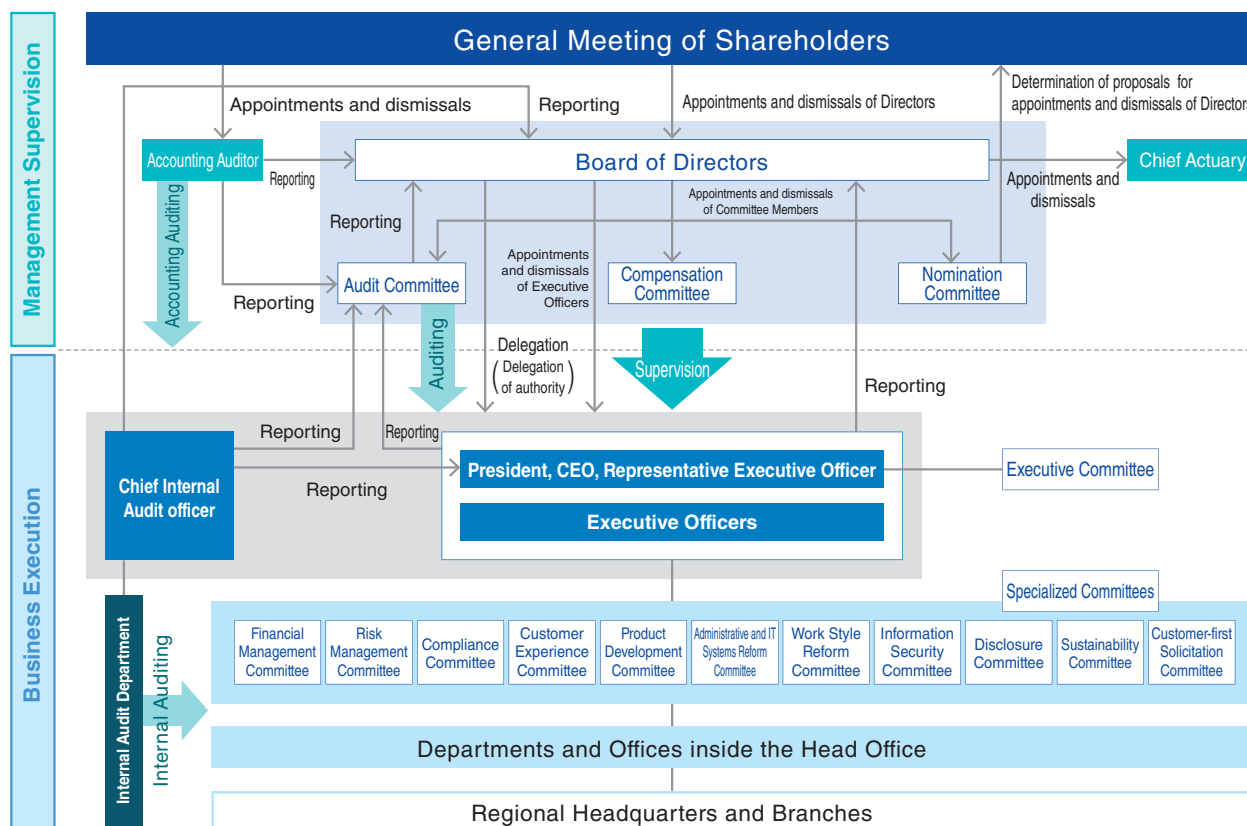
Committee Chair: SUZUKI Masako (Outside Director)
Members: MASUDA Hiroya, HARADA Kazuyuki (Outside Director)

(Membership composition as of July 1, 2021)

► 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



► 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

■ 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

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.

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

Furthermore, in order to promptly and reliably implement measures under the leadership of management and improve solicitation quality, 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 our business-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, our subsidiaries, and agencies to review the appropriateness and effectiveness of the Company's Internal Control System including the execution status of management activities, 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 reports the results of internal audits to the President, CEO, Representative Director, the Audit Committee, and the Board of Directors.

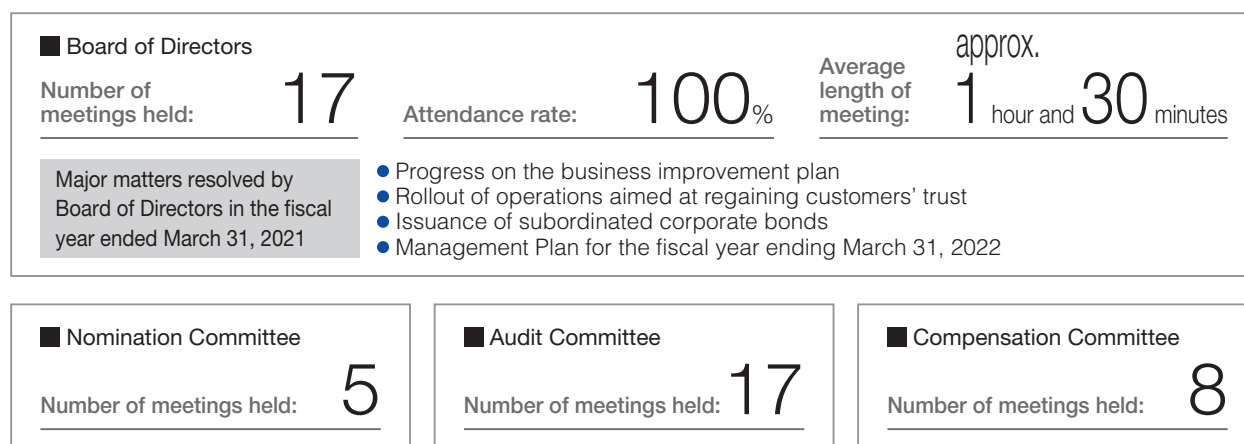
The Internal Audit Department has also taken steps to strengthen the Internal Audit System through efforts such as improving internal audit quality, enhancing internal audit framework and awareness, securing and developing human resources, and further cooperating with the Audit Committee.

► Status of Operations of the Board of Directors, etc.

Japan Post Insurance has established opportunities to enhance the exchange of opinions among Directors. They include establishing the “deliberation” process that will leverage the expertise of Outside Directors from the resolution drafting stage as well as the existing resolution and report in order to discuss management issues in advance, holding extraordinary meetings of the Board of Directors as necessary, and meetings of Outside Directors.

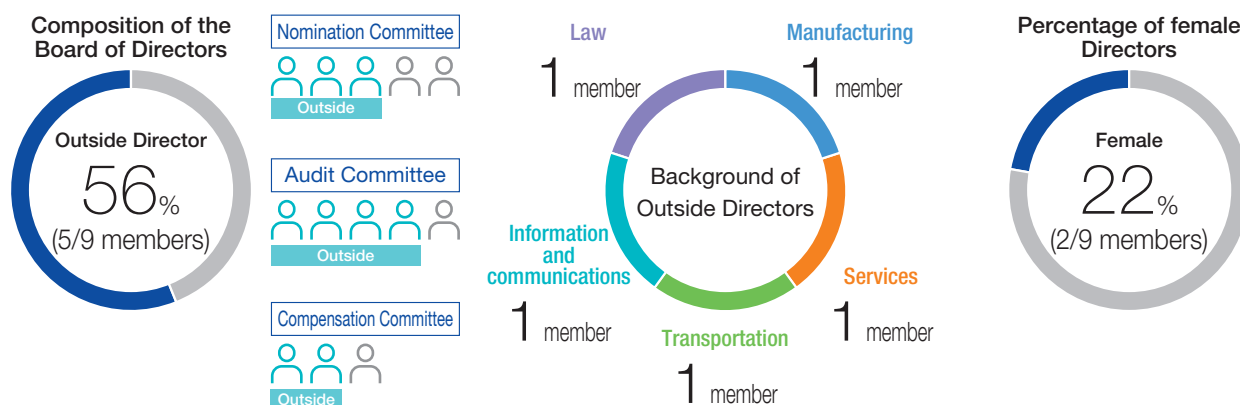
We are also working to ensure effective and smooth operations of the Board of Directors such as by providing Directors with accurate information as needed, providing thorough explanations on the details of proposals in advance, and ensuring that there is time for prior discussion and question-and-answer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

The operations of the Board of Directors and the committees in the fiscal year ended March 31, 2021 were as follows.



► Composition of the Board of Directors

The Company's Board of Directors has a high level of independence and diversity, with a majority (5 out of 9 members) of Outside Directors from a wide range of backgrounds and including two female Directors.



(Composition of the Board of Directors as of July 1, 2021)

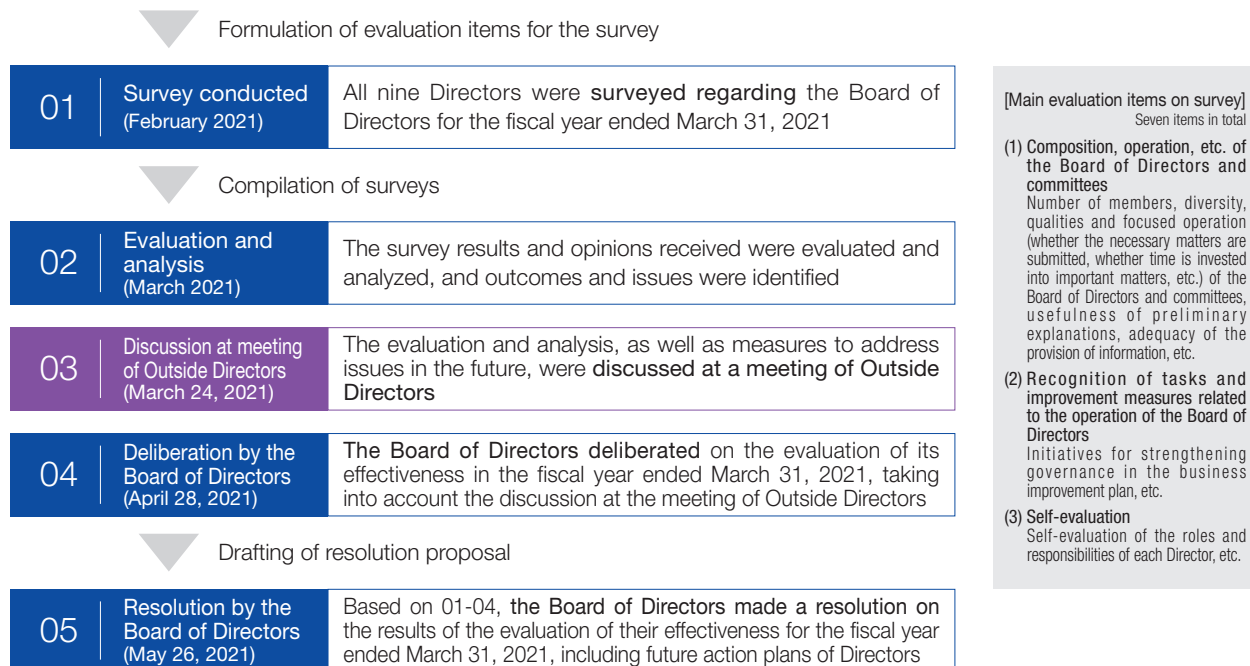
► Evaluation of the Effectiveness of the Board of Directors

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/company/en_abt_cmp_report.html

Process for evaluating effectiveness of the Board of Directors for the fiscal year ended March 31, 2021



*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.

Initiatives for the fiscal year ending March 31, 2022 based on the effectiveness evaluation

- To systematically provide opportunities for discussion, for example, at social gatherings of the Board of Directors
- To provide opportunities for Outside Directors to acquire knowledge and front-line inspection tours to facilitate their understanding of the insurance business and our characteristics
- To send reference materials earlier and review the structure of materials to further improve meeting agenda

► 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 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

► 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.

■ 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 (fiscal year ended March 31, 2021)

Total Amount of Compensation, etc., Total Amount of Compensation, etc. by Type, and Number of Eligible Officers by Officer Category

Officer category	Total amount of compensation, etc. (Millions of yen)	Total amount of compensation, etc. by type (Millions of yen)		Number of eligible officers (Persons)
		Fixed compensation	Performance-linked stock compensation	
Directors (excluding Outside Directors)	21	21	—	1
Outside Directors	48	48	—	7
Executive Officers	625	630	(4)	31

Notes: 1. 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 those who concurrently serve as an Executive Officer of the Company or the parent company, etc.

2. The amount recorded as performance-linked stock compensation is the amount recorded in the fiscal year ended March 31, 2021. 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, and the difference is shown as a reduction in the current fiscal year.

3. No bonuses are paid.

Directors and Executive Officers (As of July 1, 2021)

Directors



SENDA Tetsuya

Director and President, CEO,
Representative Executive Officer

Number of shares of the
Company held 6,600 shares
Number of years and months
in office as a Director 1 year
Status of attendance at the
Board of Directors
100% (14/14 meetings)
Status of attendance at the
Nomination Committee
100% (3/3 meetings)

Significant concurrent positions:
Director of Japan Post Holdings Co., Ltd.

Past experience, positions and responsibilities
Apr. 1984 Joined the Ministry of Posts and Telecommunications
Oct. 2007 Senior General Manager of Customer Service
Department of the Company Oct. 2008 Senior General Manager
of Tokyo Service Center of the Company Apr. 2010 General
Manager of Business Process Planning Department of the
Company Jul. 2010 Senior General Manager of Business
Process Supporting Department of the Company Apr. 2011
Senior General Manager of Corporate Planning Department of
the Company Jul. 2011 Executive Officer and Senior General
Manager of Corporate Planning Department of the Company
Oct. 2011 Director of JAPAN POST INSURANCE SYSTEM
SOLUTIONS Co., Ltd. Jun. 2013 Managing Executive Officer of
Japan Post Holdings Co., Ltd. Jul. 2013 Managing Executive
Officer of the Company Jun. 2016 Senior Managing Executive
Officer of the Company Nov. 2017 Senior Managing Executive
Officer of Japan Post Holdings Co., Ltd. Apr. 2019 Deputy
President, Representative Executive Officer of the Company
Aug. 2019 Managing Executive Officer of Japan Post Holdings
Co., Ltd. Jan. 2020 President, CEO, Representative Executive
Officer of the Company Jun. 2020 Director and President, CEO,
Representative Executive Officer of the Company (current
position) Jun. 2020 Director of Japan Post Holdings Co., Ltd.
(current position)

Reasons for election
He has considerable knowledge and experience in the life
insurance business, as he has held prominent positions in the
corporate planning, business process and other departments of
the Company, and has also taken part in the management of the
Company as President, CEO, Representative Executive Officer.
We elected him because we expect him to continue to play a
significant role in making decisions on the execution of our
important operations, and in supervising the execution of duties
by Executive Officers by drawing on his considerable experience
and achievements.



ICHIKURA Noboru

Director and Deputy
President, Representative
Executive Officer

Number of shares of the
Company held 800 shares
Number of years and months
in office as a Director 1 year
Status of attendance at the
Board of Directors
100% (14/14 meetings)

Significant concurrent positions:
Managing Executive Officer of Japan Post Holdings Co., Ltd.

Past experience, positions and responsibilities
Apr. 1983 Joined the Japan Tobacco and Salt Public Corporation
Jun. 2009 Executive Officer and Senior General Manager of IPO
Planning Office of Japan Post Holdings Co., Ltd. Aug. 2009
Executive Officer, Senior General Manager of IPO Planning Office
and General Manager of Corporate Planning Department of
Japan Post Holdings Co., Ltd. Jan. 2010 Executive Officer and
General Manager of Corporate Planning Department of Japan
Post Holdings Co., Ltd. Oct. 2010 Executive Officer of Japan
Post Holdings Co., Ltd. Sep. 2013 Executive Officer and Senior
General Manager of Accounting Department of Japan Post
Holdings Co., Ltd. Nov. 2013 Executive Officer of Japan Post
Holdings Co., Ltd. Jun. 2014 Managing Executive Officer of
Japan Post Holdings Co., Ltd. Jun. 2016 Senior Managing
Executive Officer of Japan Post Holdings Co., Ltd. Jun. 2020
Director and Deputy President, Representative Executive Officer
of the Company (current position) Jun. 2020 Managing
Executive Officer of Japan Post Holdings Co., Ltd. (current
position)

Reasons for election
He has considerable knowledge and experience in the life
insurance business, as he has held prominent positions in the
finance and other departments of Japan Post Holdings Co., Ltd.,
the parent company of the Company, and has also taken part in
the management of the Company as Deputy President,
Representative Executive Officer. We elected him because we
expect him to continue to play a significant role in making
decisions on the execution of our important operations, and in
supervising the execution of duties by Executive Officers by
drawing on his considerable experience and achievements.



NARA Tomoaki

Director

Number of shares of the
Company held 1,100 shares
Number of years and months
in office as a Director - years
Status of attendance at the
Board of Directors
- % (-/- meetings)

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)

Reasons for election
He has considerable knowledge and experience in the life
insurance business, as he has held prominent positions in the
investment, business process and risk management and other
departments of the Company, and has also taken part in the
management of the Company as Senior Managing Executive
Officer. We elected him because we expect him to play a
significant role in making decisions on the execution of our
important operations, and in supervising the execution of duties
by Executive Officers by drawing on his considerable experience
and achievements.



MASUDA Hiroya

Director

Number of shares of the
Company held - shares
Number of years and months
in office as a Director 1 year
Status of attendance at the
Board of Directors
100% (14/14 meetings)
Status of attendance at the
Nomination Committee
100% (3/3 meetings)
Status of attendance at the
Compensation Committee
100% (6/6 meetings)

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.
Visiting Professor, Graduate School of Public Policy, The
University of Tokyo

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 (current position) 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)

Reasons for election
He has extensive knowledge of the Japan Post Group, having
served as the chairman of the Postal Privatization Committee,
as well as having held government positions including the
Governor of Iwate Prefecture and the Minister of Internal Affairs
and Communications. He has also taken part in the
management of the entire Japan Post Group as Director and
Representative Executive Officer, President & CEO of Japan Post
Holdings Co., Ltd., the parent company of the Company. We
elected him because we expect him to continue to play a
significant role in making decisions on the execution of our
important operations, and in supervising the execution of duties
by Executive Officers by drawing on his considerable experience
and achievements.



SUZUKI Masako

Outside Director

Number of shares of the Company held 2,600 shares

Number of years and months in office as a Director 5 years

Status of attendance at the Board of Directors 100% (17/17 meetings)

Status of attendance at the Audit Committee 100% (17/17 meetings)

Status of attendance at the Compensation Committee 100% (6/6 meetings)

Significant concurrent positions:

Executive Advisor of Pasona Group Inc.
President and Representative Director of Pasona Force Inc.

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. Mar. 2012 Director of Benefit one Solutions 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. (current position) Dec. 2019 President and Representative Director of Pasona Force Inc. (current position)

Reasons for election

We expect her to fulfill supervisory and monitoring functions over management based on her experience and insight as a management expert nurtured through her career in the management of companies in the field of deploying human resource and health support services including Pasona Group Inc. Since taking office as Director of the Company in June 2016, she has been deeply engaged in discussion at the Board of Directors, the Audit Committee and the Compensation Committee, and actively provided opinions and suggestions especially from the perspective of personnel affairs/human resource development and corporate management. We elected her because we expect her to continue to contribute to maintaining and strengthening governance of the Company through the board and committees.



YAMADA Meyumi

Outside Director

Number of shares of the Company held 1,800 shares

Number of years and months in office as a Director 4 years

Status of attendance at the Board of Directors 100% (17/17 meetings)

Status of attendance at the Nomination Committee 100% (3/3 meetings)

Status of attendance at the Audit Committee 100% (17/17 meetings)

Significant concurrent positions:

Director of istyle Inc.
Outside Director of Seino Holdings Co., Ltd.
Outside Director of Somo Holdings, Inc.

Past experience, positions and responsibilities

Apr. 1995 Joined KOEI KOGYO Co., Ltd May 1997 Joined Kiss Me Cosmetics co., Ltd. Jul. 1999 Representative Director of I-Style Co., Ltd. Apr. 2000 Representative Director of istyle Inc. Dec. 2009 Director of istyle Inc. (current position) May 2012 President and Representative Director of CyberStar Inc. Sept. 2015 Director of MEDIA GLOBE CO., LTD. (current position) Mar. 2016 President and Representative Director of IS Partners Inc. Sept. 2016 Director of Eat Smart, Inc. Jun. 2017 Director of the Company (current position) Jun. 2017 Outside Director of Seino Holdings Co., Ltd. (current position) Nov. 2019 Director of IS Partners Inc. (current position) Jun. 2021 Outside Director of Somo Holdings, Inc. (current position)

Reasons for election

We expect her to fulfill supervisory and monitoring functions over management based on her experience and insight as a management expert nurtured through her career in the management of companies with strength in digital strategies including istyle Inc. Since taking office as Director of the Company in June 2017, she has been deeply engaged in discussion at the Board of Directors, the Nomination Committee and the Audit Committee, and actively provided opinions and suggestions especially from the perspective of business reform through IT and corporate management. We elected her because we expect her to continue to contribute to maintaining and strengthening governance of the Company through the board and committees.



YAMAZAKI Hisashi

Outside Director

Number of shares of the Company held 400 shares

Number of years and months in office as a Director 1 year

Status of attendance at the Board of Directors 100% (14/14 meetings)

Status of attendance at the Audit Committee 100% (13/13 meetings)

Significant concurrent positions:

Attorney-at-law
Supervisory Board Member, National Federation of Agricultural Cooperative Associations
Outside Director of Sumitomo Corporation

Past experience, positions and responsibilities

Apr. 1974 Assistant Judge, Osaka District Court Apr. 1995 Presiding Judge, Tokyo District Court Dec. 2000 Chief, Training and Research Institute for Family Court Probation Officers Dec. 2002 Chief, Family Bureau, General Secretariat, Supreme Court Dec. 2005 Chief Judge, Maebashi District Court Feb. 2007 Chief Judge, Yokohama Family Court Dec. 2008 Presiding Judge, Tokyo High Court Aug. 2009 Chief Judge, Tokyo Family Court Feb. 2011 President, Sapporo High Court Mar. 2013 Commissioner, Japan Fair Trade Commission Aug. 2016 Registered as attorney-at-law (Tokyo Bar Association) Aug. 2016 Attorney-at-law of Kikuchi Sogo Law Office (current position) Jul. 2017 Supervisory Board Member, National Federation of Agricultural Cooperative Associations (current position) Jun. 2018 Outside Director of Sumitomo Corporation (current position) Jun. 2020 Director of the Company (current position)

Reasons for election

We expect him to fulfill supervisory and monitoring functions over management based on his experience and insight as a legal expert nurtured through years of experience as a judge and attorney-at-law. Since taking office as Director of the Company in June 2020, he has been deeply engaged in discussion at the Board of Directors and the Audit Committee, and actively provided opinions and suggestions especially from the perspective of legal affairs and compliance. We elected him because we expect him to continue to contribute to maintaining and strengthening governance of the Company through the board and committee. We believe that he can appropriately perform duties as an Outside Director based on the aforementioned reasons.



SAITO Tamotsu

Outside Director

Number of shares of the Company held 1,000 shares

Number of years and months in office as a Director 4 years

Status of attendance at the Board of Directors 100% (17/17 meetings)

Status of attendance at the Nomination Committee 100% (5/5 meetings)

Status of attendance at the Audit Committee 100% (13/13 meetings)

Status of attendance at the Compensation Committee 100% (2/2 meetings)

Significant concurrent positions:

Senior Counselor of IHI Corporation
Outside Director of Oki Electric Industry Co., Ltd.
Outside Director of Furukawa Electric Co., Ltd.

Past experience, positions and responsibilities

Apr. 1975 Joined Ishikawajima-Harima Heavy Industries Co., Ltd. Jun. 2006 Executive Officer, Vice President of Aero-Engine & Space Operations of Ishikawajima-Harima Heavy Industries Co., Ltd. Jul. 2007 Executive Officer, Vice President of Aero-Engine & Space Operations of IHI Corporation Jan. 2008 Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation Apr. 2008 Director, Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation Apr. 2009 Director, Managing Executive Officer, President of Aero-Engine & Space Operations of IHI Corporation Apr. 2010 Director of IHI Corporation Apr. 2011 Executive Vice President of IHI Corporation Apr. 2012 President, Chief Executive Officer of IHI Corporation Apr. 2016 Chairman of the Board, Chief Executive Officer, General Manager of Monozukuri System Strategy Planning Headquarters of IHI Corporation Apr. 2017 Chairman of the Board of IHI Corporation Jun. 2017 Director of the Company (current position) Jun. 2018 Outside Director of Oki Electric Industry Co., Ltd. (current position) Apr. 2020 Director of IHI Corporation Jun. 2020 Senior Counselor of IHI Corporation (current position) Jun. 2021 Outside Director of Furukawa Electric Co., Ltd. (current position)

Reasons for election

We expect him to fulfill supervisory and monitoring functions over management based on his experience and insight as a management expert nurtured through his career in the management of IHI Corporation, a company operating internationally. Since taking office as Director of the Company in June 2017, he has been deeply engaged in discussion at the Board of Directors, the Nomination Committee, the Audit Committee and the Compensation Committee, and actively provided opinions and suggestions especially from the perspective of corporate culture reform and corporate management. We elected him because we expect him to continue to contribute to maintaining and strengthening governance of the Company through the board and committees.



HARADA Kazuyuki

Outside Director

Number of shares of the Company held - shares

Number of years and months in office as a Director 3 years

Status of attendance at the Board of Directors 100% (17/17 meetings)

Status of attendance at the Nomination Committee 100% (5/5 meetings)

Status of attendance at the Compensation Committee 100% (8/8 meetings)

Significant concurrent positions:

President and Representative Director of Keikyu Corporation
Outside Director of Japan Airport Terminal Co., Ltd.

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 (current position) Jun. 2015 Outside Director of Japan Airport Terminal Co., Ltd. (current position) Jun. 2018 Director of the Company (current position) Jun. 2019 President and Executive Officer of Keikyu Corporation (current position)

Reasons for election

We expect him to fulfill supervisory and monitoring functions over management based on his experience and insight as a management expert nurtured through his career in the management of Keikyu Corporation, a company serving as a social infrastructure with a strong public nature. Since taking office as Director of the Company in June 2018, he has been deeply engaged in discussion at the Board of Directors, the Nomination Committee and the Compensation Committee, and actively provided opinions and suggestions especially from the perspective of corporate culture reform and corporate management. We elected him because we expect him to continue to contribute to maintaining and strengthening governance of the Company through the board and committees.

Executive Officers

President, CEO Representative Executive Officer	SENDA Tetsuya	Executive Officer	YOKOYAMA Masamichi
Deputy President Representative Executive Officer	ICHIKURA Noboru	Executive Officer	IIDA Takashi
Senior Managing Executive Officer	HIRONAKA Yasuaki	Executive Officer	SAITO Hajime
Senior Managing Executive Officer	TACHIBANA Atsushi	Executive Officer	MIYAMOTO Susumu
Managing Executive Officer	UCHIKOBA Nobuatsu	Executive Officer	MURO Takashi
Managing Executive Officer	MIYANISHI Yoshiki	Executive Officer	IMAIZUMI Michinori
Managing Executive Officer	KOIE Junko	Executive Officer	TAGUCHI Yoshihiro
Managing Executive Officer	TANAKA Motonori	Executive Officer	MAETANI Isao
Managing Executive Officer	ONISHI Toru	Executive Officer	KUROSAKI Yoshiyuki
Managing Executive Officer	FUJIMORI Norihiro	Executive Officer	SHIGEMATSU Jun
Managing Executive Officer	SAKAMOTO Hidekazu	Executive Officer	YOSHIDA Syouichi
Managing Executive Officer	FUJII Shinsuke	Executive Officer	KIMURA Yoshihisa
Managing Executive Officer	HARUNA Takayuki	Executive Officer	NISHIZAWA Yuki
Managing Executive Officer	KUME Takeshi	Executive Officer	MIYAZAWA Hitoshi

Message from Outside Directors

SUZUKI Masako

Outside Director

Detect risks and prevent recurrence

To prevent solicitation quality issues being repeated, we must detect risks by strengthening cross-organizational collaboration and incorporating varied viewpoints.

It is important to clarify the roles of each organization, strengthen cross-organizational collaboration, and maintain a checking function. To do this, Executive Officers will exchange opinions over the boundaries of their assigned duties and activate mutual information sharing and vertical two-way communication company-wide, which will strengthen the organization.

Face-to-face communication for education

Education is a must for promoting corporate culture restructuring, one of the big themes of the Medium-Term Management Plan, and strengthening the autonomy of the organization. I have been working in the human resources industry for many years and believe that the development of human resources requires the generosity to believe in subordinates and daringly assign jobs to them. When doing this, face-to-face communication is important. Communication only in writing is insipid and colorless from the viewpoint of subordinates. We need to have face-to-face communication with subordinates. I believe that the foundation of a company is its personnel and, if expectations and roles for subordinates can be conveyed clearly, trust will be received directly. This will become the first step to gaining customers' trust.

Return to the starting line for the achievement of SDGs

It is important for the Company to be aware of sustainable management and work wholeheartedly to achieve the SDGs. In doing this, the initiatives will proceed more smoothly if the Company reviews the current methods from scratch and returns to the starting line—the stage of black-and-white photocopies. It will also be important to devise ways of having young employees be more proactively engaged in such familiar initiatives as their own jobs.



SAITO Tamotsu

Outside Director

Ascertain both issues and solutions from the corporate front lines

I have been engaged in manufacturing, where we were told that we should observe the front lines, reality, and actual articles. This means that management and business is impossible without knowing what happens on the front lines. The basis for the hands-on policy is mutual dialogue.

The Company has had problems with in-house communication, such as the opinions of frontline employees not being delivered to management and instructions from superiors being one way only. To raise sensitivity to risk we do not overlook feelings of strangeness in each department, it is highly important to activate communication and ensure frequent communication across the boundaries between superiors and subordinates. The communication between the Head Office and front lines has been strengthened since the previous fiscal year. I want this trend to continue.

Be committed to protecting customers

To achieve the new Medium-Term Management Plan, every employee has to consider what kind of role they want to fulfill in order to achieve the management philosophy, which is the starting line and the objective. Every employee has to consider what it means to protect their customers through the power of insurance, to transmit opinions, and to take action. I expect the Company to fulfill an important role in society, commensurate to the trust placed in post offices.



YAMADA Meyumi

Outside Director

Sincerely strive to regain customers' trust

I believe that it is critically important for management to execute business from the viewpoint of customers, by fully grasping customer feedback through the front lines to detect risks correctly based on solicitation quality issues. To regain trust, it is necessary to continue to face customers with an attitude of sincerity. Open collaboration within the Group is also an important element, so it is vital for the Group to work together as one.

Fusion between real and digital means; Establish a mechanism that is easy to use for anyone

In the Medium-Term Management Plan, digital transformation (DX) is a big theme. Digitalization has been proceeding rapidly, and most consumers can connect to the Internet through smartphones, etc. Digitalization will improve the Company's corporate value by eliminating the boundaries between real and digital means, and create services that customers can use without a sense of burden, in ways suitable for the conditions and their needs based on the Company's features.

**Challenge for ESG management**

The world has begun to move towards decarbonization. As an institutional investor, we will be required to engage in investment activities from an ESG-focused perspective. In addition, as initiatives unique to the Company, we are also required to promote health through Radio Exercise, which many consumers are familiar with, and to provide services tailored to diverse consumers connecting insurance with health promotion through digital technologies. The promotion of these initiatives requires an environment where employees can work flexibly and comfortably. I expect the Company to trust employees and create a corporate culture with a high degree of autonomy for employees.

HARADA Kazuyuki

Outside Director

What is the strength of an organization "with no escape"

"With tracks we cannot escape." This is the fate of the railroad industry, is where I come from. Community-based business requires customers' trust to secure availability even after 30 years or even 50 years. How about the Company? Community-based post offices are the basis of trust. These are also organizations with an inescapable role. They have not only to sell insurance but also manage a warm business with an attitude that supports the entire lives of customers.

Achieving corporate culture restructuring through Group wide efforts

I think that after privatization, the business of Japan Post Group has been improved from the viewpoint of customers. The new Medium-Term Management Plan is a plan to go one step further, but I consider that its base, corporate culture restructuring is a difficult task because the organization of the Group is gigantic and its human affairs are congested. There are also some indications of obstacles, such as a sense of distance from the front lines. It is important to proceed with initiatives for corporate culture restructuring through Group wide efforts, deepening close communication especially between the Head Office and the front lines.

**Good health and well-being**

The third goal of the SDGs is "Good health and well-being." Japan Post Insurance is right on this goal. I think that our mission is to expand the initiatives of Radio Exercise and support the lives of customers. The initiatives for the achievement of the SDGs are none other than doing business, and the Company is required to change society through business.

YAMAZAKI Hisashi

Outside Director

Deepen understanding of people and define risk sensitivity

The Company must raise risk sensitivity through organization-wide programs. It is necessary to accurately determine what kinds of events can become future risks. It is also necessary to be more sensitive to what's going on in the world. Climate change problems and the SDGs are not issues we can handle alone, so we are required to be receptive to what happens outside the company and to raise our level of sensitivity.

An improvement in governance, which is an issue for the Company, and the achievement of the Medium-Term Management Plan depend on how strongly we can instill customer-first philosophy and to value employees.

Work for humans; Work only humans can do

A major pillar of this Medium-Term Management Plan is to strengthen the business infrastructure, including digital transformation (DX), but this requires deep underlying love and understanding of people. Both employees and customers are people. Even if digitalization goes ahead, we must not forget that our business is communication between humans.

What customers need and demand now -- I expect the Company to consider people and human interaction as the starting line, sincerely supporting customers by deepening understanding of others, and becoming a company selected by customers.



ERM and Capital Policy

Recognition of the environment and basic strategy

The Risk Appetite Statement stipulates that we shall realize sustainable growth and enhancement of the Company's corporate value over the medium to long term while securing soundness in business management based on ERM. We will aim to secure revenues considering efficiency with respect to capital and risks, while securing financial soundness.

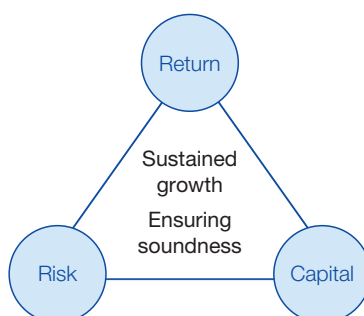
On top of that, we will position returning profits to shareholders as an important measure for management effectiveness. We will secure revenues while maintaining financial soundness based on ERM, aiming to steadily return profits to shareholders.

Key initiatives

We intend to improve the risk return ratio and capital efficiency while maintaining financial soundness under the ERM framework.

Improvement of return against risk

- Develop insurance services to satisfy protection needs of customers of all generations and shift to a portfolio centering on protection-type products
- Engage in deeper and more sophisticated asset management to maximize return against risk
- Invest in DX while promoting improved efficiency in business operation



Improvement of capital efficiency

- Aim for growth exceeding estimated capital costs in the medium- to long-term (RoEV of 6% to 8%* Assumed capital cost ratio: around 6%)
- Pay due consideration to costs and quality in the capital composition and maintain soundness of the financial base
- Aim for an increase in per-share dividends and never reduce dividends, in principle, during the Medium-Term Management Plan

* A value obtained by excluding the "difference between the economic assumption and actual results" from the EV variance factors.

Maintaining financial soundness

- Establish and maintain the minimum financial soundness and the assessment criteria (Maintain financial soundness: The minimum solvency margin ratio of 400%, the standard solvency margin ratio of 600%, and ESR (economic solvency ratio) of 100%)
- Aim for the medium- to long-term stability and improvement of ESR while refining measurement methods in anticipation of the introduction of new capital regulations
- Commence responses to the introduction of new capital regulations, including reduction of interest rate risks

Risk Appetite Statement

The Risk Appetite Statement stipulates our risk-taking policies in terms of which risks to take in order to achieve our goals. We categorize our risk appetite into "qualitative risk appetite" and "quantitative risk appetite."

	Risk Category	Statement
Qualitative	Overall Policy	<ul style="list-style-type: none"> • Be active in universal services through the post office network while cultivating a corporate culture where every employee can grow with job satisfaction as the base for sustainable growth of the Company and pursue effective customer-first business operations. • Achieve sustainable growth while maintaining sound business operations based on ERM. Aim to stabilize ESR in the medium to long term.
	Insurance Underwriting Risk	<ul style="list-style-type: none"> • Underwrite insurance products based on sales activities with solicitation quality and respond to the diversification of insurance needs.
	Investment Risk	<ul style="list-style-type: none"> • The basic approach is to promote asset-liability matching while taking into account surrender risk and profitability. • Seek to improve investment income by promoting the achievement of greater depth and sophistication of asset management while taking into account market constraints and soundness, serving as one of Japan's largest institutional investors.
	Operational Risk	<ul style="list-style-type: none"> • Prevent operational risk from materializing by strengthening internal control systems and establishing a system to perform all operations from underwriting to claim payment in a simple, prompt and accurate manner. • Prevent actualization of human risks by improving communication between management and employees, supporting diverse career development, and strengthening management capabilities. • Prevent actualization of compliance risks by detecting risk using high risk sensitivity as well as embedding behavior to respond to the expectations of society in every employee.
Quantitative		<ul style="list-style-type: none"> • Secure sound business management, set the minimum level for financial soundness that the Company should observe, and establish a management system to keep the indicators above that level. <ul style="list-style-type: none"> - Minimum level Solvency margin ratio of 400% • Manage the balance between risks and capital, and aim to secure profitability by maintaining the minimum level for financial soundness.

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.

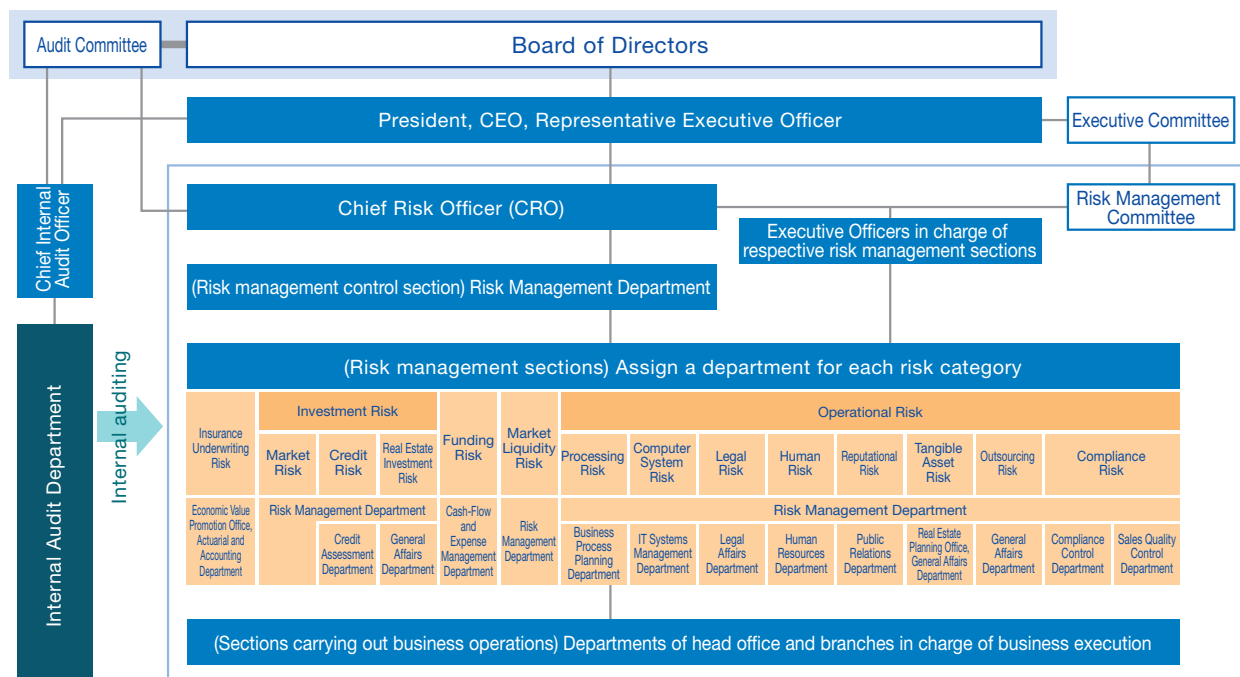
Also, the CRO controls the Company’s risk management and builds, verifies and upgrades risk management systems in accordance with changes in risk management circumstances and the operating environment. The Risk Management Department is in charge of overall control of risk management and under the direction 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 (“risk management sections”).

Each of the Executive Officers in charge of risk management sections operate and upgrade 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 designated the Risk Management Department for handling comprehensive risk management in conjunction with the risk management sections for respective subcategories.

In order to strengthen our risk management systems, the Internal Audit Department conducts internal audits and examines the appropriateness and effectiveness of our risk management systems.

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

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.
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.
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.
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.
Real Estate Investment Risk	The risk of losses due to a decline in profitability of real estate caused by factors such as change of rents or due to a decrease in the value of real estate itself caused by factors such as changes in market conditions.
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 of 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.
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.

in accordance with each characteristic and are appropriately carrying out risk management.

Operational Risk	The risk of losses due to improper business processing, inappropriate behavior by executives and employees, improper computer system operations or external events.
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.
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.
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.
Human Risk	The risk of losses due to unequal, unfair or discriminatory actions, in terms of personnel management.
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.
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, as well as the occurrence of a major earthquake or a pandemic (including the further spread of COVID-19).

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.

Stakeholder Engagement

► Stakeholders Supporting Japan Post Insurance

We recognize that accurately understanding what our stakeholders demand and expect from the Company through dialogue with stakeholders, and responding to those requests and expectations, is essential to improving corporate value. We have therefore declared in our Management Policy that

“We work to communicate closely with all stakeholders.” We will make use of feedback from stakeholders to improve management with the aim of ensuring appropriate collaboration and sustainable coexistence.

Means of communication

- Call Center
- Website (Contact form)

Means of communication

- Radio Exercise events
- Volunteer activities



► Dialogue with Customers

Japan Post Insurance recognizes that the voices of our customers are valuable assets. We value dialogue with customers, and will strive to develop a structure for the ceaseless creation of new convenience for customers and to pursue quality services. In addition, reviewing our services daily based on customer input in order to increase our customers' satisfaction is fundamental to improving our business.

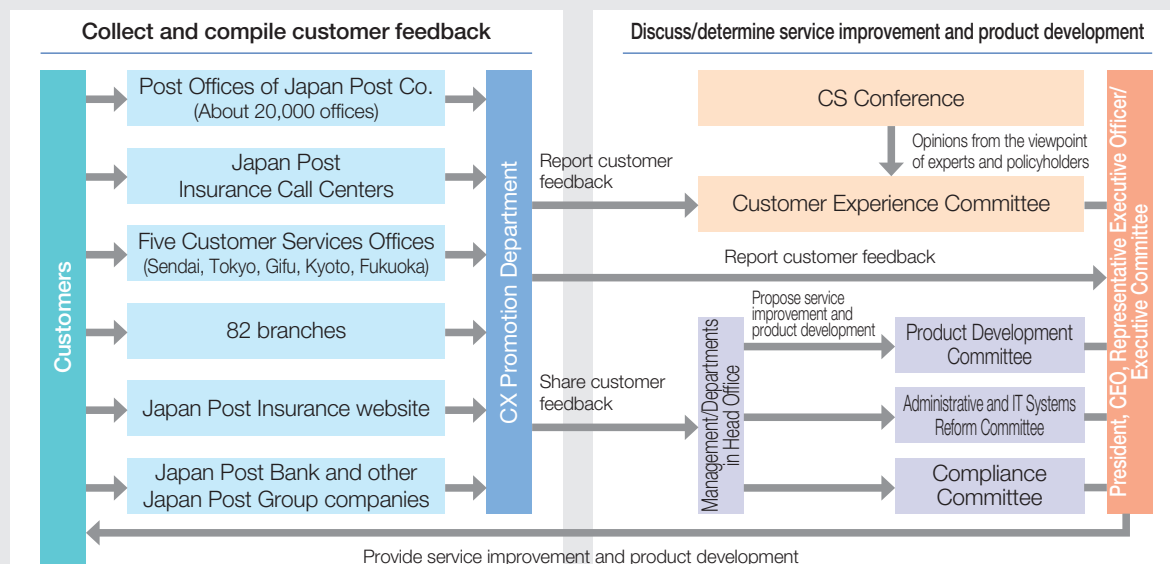
Customer Satisfaction

In addition to developing and improving products and services based on customer feedback, our Directors and Executive Officers, as well as our employees, give careful consideration to and act on customer feedback to ensure customer-first business operations.

We received approximately 1.28 million feedback comments from our customers through the post offices and Japan Post Insurance Call Centers in the fiscal year ended March 31, 2021. The customer feedback is compiled and centrally managed by our Customer Experience Department. We analyze the feedback to improve our services and develop superior products with the aim of providing services that bring satisfaction to our customers.

We also held the “CS Conference” with external experts to receive opinions for improving customer satisfaction.

► Structure for Product and Service Improvements Using Customer Feedback



Cases of Product and Service Improvements Using Customer Feedback

Category	Customer feedback	Improvements
Related to purchase of insurance	I am a policyholder of Japan Post Insurance and interested in the coverage of the newly released special rider. May I change only the coverage of the special rider?	In April 2020, we introduced a conditional cancellation system in which the cancellation, etc. of an existing policy takes effect on the condition that a new policy is executed, which enabled us to revise coverage without interruption. In addition to it, we introduced a policy conversion system in April 2021. The policy conversion system is "total conversion of a policy" to replace the coverage of the current policy with that of the new one and "conversion of only the special rider" to replace the coverage of the current special rider with that of the new policy without cancelling the basic policy, both of which are customer-first systems to allow customers to revise coverage without canceling the current policy based on certain requirements.
	I'm considering purchasing insurance. Is there any product with long-term coverage with low insurance premiums?	For ordinary term insurance, we previously provided only insurance with an insurance period of 10 years, but in April 2021, we started to provide products of four policy types expiring at the ages of 55, 60, 65, and 70, respectively, with the age range expanded to people aged 15 or older. In addition, we now provide long-term coverage with low insurance premiums to young and middle-aged customers by revising the premiums of the ordinary term insurance.
Related to procedures	I am refraining from going out due to the COVID-19 pandemic, so it will be helpful if I can claim hospitalization benefits, etc. without going to a post office.	Even in the past, procedures such as changing an address could be completed through My Page of Japan Post Insurance. In addition, in November 2020, we added such procedures including "requesting documents for claiming hospitalization benefits, etc." and "registering and changing registered family members" and will gradually add others in order to respond to the increasing demand for non-face-to-face use of services, etc. *To perform procedures through My Page, certain conditions have to be met.
	It was troublesome to check "Yes" or "No" in many answer columns of the notification, so the procedure should be easier.	In April 2021, we revised the form of the notification such as integrating important matters and answer columns in order to make the importance of the notification understood clearly by customers and to reduce the burden of filling out the form.
	The policyholder, my father, died, and I will cancel his policy, so I want material through which I can grasp the necessary documents at a glance.	In April 2021, we introduced a system to determine the documents necessary for procedures such as family registry depending on the inheritor who will perform the procedure based on the inheritor information and policy information received from customers, and provide a list of the documents.
Related to payment of insurance claims, etc.	It was helpful that claims were paid when I was hospitalized for short time for an operation. The preparation for the claim procedure was troublesome: for example, it was necessary to have a filled out hospitalization certificate. The procedure should be easier.	In April 2021, we made it possible to make an insurance claim for hospitalization with surgery with a "circumstances of hospitalization/surgery form" filled out by the customer, a copy of a medical examination report issued by the medical institution, etc. instead of the hospitalization certificate filled out by the doctor. *To use a "circumstances of hospitalization/surgery form," it is necessary to meet certain requirements.
Other	I tried to check insurance products of Japan Post Insurance on the website, but the site was difficult to see with a smartphone, so it should be improved.	In December 2020, we revised the Web pages of all products for smartphone viewing so that they would be easier to see.
	I can check policy coverage with the "Notice of Policy Details" sent every year, so it should be described in a more easy-to-understand way.	In the fiscal year ending March 31, 2022, we have enhanced the items described on the policy statement and have come to include a coverage list in order to make it easier for customers to understand their policy and coverage. In addition, for ease of confirmation by customers, we will send the policy statement separately from the Certificate of Premium Payment, which is delivered around October every year, during the birth month of policyholders born in July 2021 and onward. *For policyholders who have not registered their birth date, we will send their policy statements in the contract month of their latest policies (month of effect).

Gratitude/Compliments

The total number responses that were gratitude/compliments that we received from customers between April 1, 2020, and March 31, 2021, was 338,711.

<Customer feedback>

- It was very helpful that the staff this time immediately visited the employee's home to process the claim for payment of hospitalization benefits for an employee. The employee would have felt anxious due to long hospitalization and sick leave, so I felt that it was excellent that the sympathy of the company was conveyed to the employee so that the employee could feel secure about not only the financial aspect but also the benefits of the workplace.
- (We receive a request for claim for payment of hospitalization benefits, so we prepared it using the support system and accepted it). When I claimed payment for hospitalization benefits before, I had to fill in many items, but this time there were fewer items to be filled in, so the procedure was easy to complete. Because I am old, writing something is troublesome. It is helpful that there are few items to be filled in.

Customer Satisfaction Survey

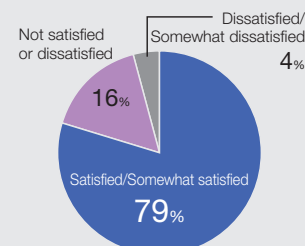
We conduct a "Customer Satisfaction Survey (Customer Feedback Survey)" to directly receive opinions from customers who have purchased policies issued by the Company, and we use them to improve insurance services.

Results of the FY2021/3 Customer Satisfaction Survey

For total satisfaction with our services, about 80% of customers show satisfaction (total of "Satisfied" and "Somewhat satisfied"). We will work to improve customer services to gain the satisfaction of more customers.

Overview of the FY2021/3 Customer Satisfaction Survey

- Survey time: March 2021
- Survey targets: Customers who recently enrolled for our products, performed maintenance procedures, or claimed payment of insurance (maturity, hospitalization, death, etc.)
- Number of questionnaire forms sent: 43,000
- Number of forms collected: 10,929 (effective answers)



Notes: 1. We conducted a questionnaire about the reception of payments for our annuities in the fiscal year ended March 31, 2021, in addition to the abovementioned survey targets.
2. Survey forms received after the deadline (123 forms as of the end of March 2021) are not included in the aggregate, but we confirm all of the evaluations received.

▶ Dialogue with Shareholders and Investors

We have formulated our Disclosure Policy, which sets out our basic policy of accurately and fairly disclosing information to fulfill our accountability as a listed company and to earn the trust of shareholders and investors, etc., and have been working to put it into practice.



IR Activities

IR Activities for Domestic and Overseas Institutional Investors	We organize financial results and corporate strategy meetings and conference calls for institutional investors and analysts after quarterly financial results announcements, as opportunities for our management to provide explanation on our management strategy, financial condition, etc. We also participate in conferences for institutional investors organized by securities companies.
IR Activities for Individual Investors	We post corporate information for investors in a timely manner on the individual investors section of our IR website. We also hold briefing sessions for individual investors.
Legal Disclosure and Timely Disclosure	We have established a system for timely and appropriate disclosure of financial information such as financial results materials, IR materials and other timely disclosure materials based on laws and regulations, as well as materials such as annual securities reports and quarterly securities reports.
Corporate Website and IR Website	In addition to posting our Disclosure Policy, which is basically to disclose information accurately and fairly, we disclose information in accordance with relevant laws and regulations, and actively communicate financial and nonfinancial information.

1st quarter			2nd quarter			3rd quarter			4th quarter		
April	May	June	July	August	September	October	November	December	January	February	March
	Announcement of year-end financial results	General Meeting of Shareholders	Overseas IR	Announcement of quarterly financial results			Announcement of quarterly financial results		Overseas IR	Announcement of quarterly financial results	
Domestic IR											

Details of the General Meeting of Shareholders held this year

Date	June 16, 2021
Meeting duration	34 minutes
Number of attending shareholders	62
Mailing date of Convocation Notice	May 31, 2021
Disclosure date of Convocation Notice on website	May 21, 2021

To prevent the spread of COVID-19, the 15th Ordinary General Meeting of Shareholders was held with the health and safety of shareholders as the first priority. We took measures to prevent the spread of infection, such as taking temperature readings using thermography and other methods, wearing face masks, having alcohol sanitizer available, spacing the seats far apart, and making some Directors attend the meeting through an online meeting system. In addition, we accepted questions in advance through our website, and also provided a live stream via the Internet for shareholders who refrained from attending the meeting to view the proceedings.

We worked on ensuring early sending and disclosure of the Convocation Notice and made it

possible to view the points of the Convocation Notice on a smartphone so that our shareholders would have enough time to carefully review the proposals. Moreover, in addition to ensuring the exercise of voting rights via the Internet and introducing a mechanism to enable easy exercising of voting rights by scanning a 2D code with a smartphone, etc., we addressed the issue of improving how shareholders exercise their voting rights by participating in the virtual platform recommended by the Tokyo Stock Exchange, which allows institutional investors to exercise voting rights electronically.

At the meeting, we strived to explain our business lines using video materials to facilitate the understanding of shareholders. We also enhanced mutual understanding by answering questions received in advance and by holding a Q&A session with shareholders.

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

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) 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.

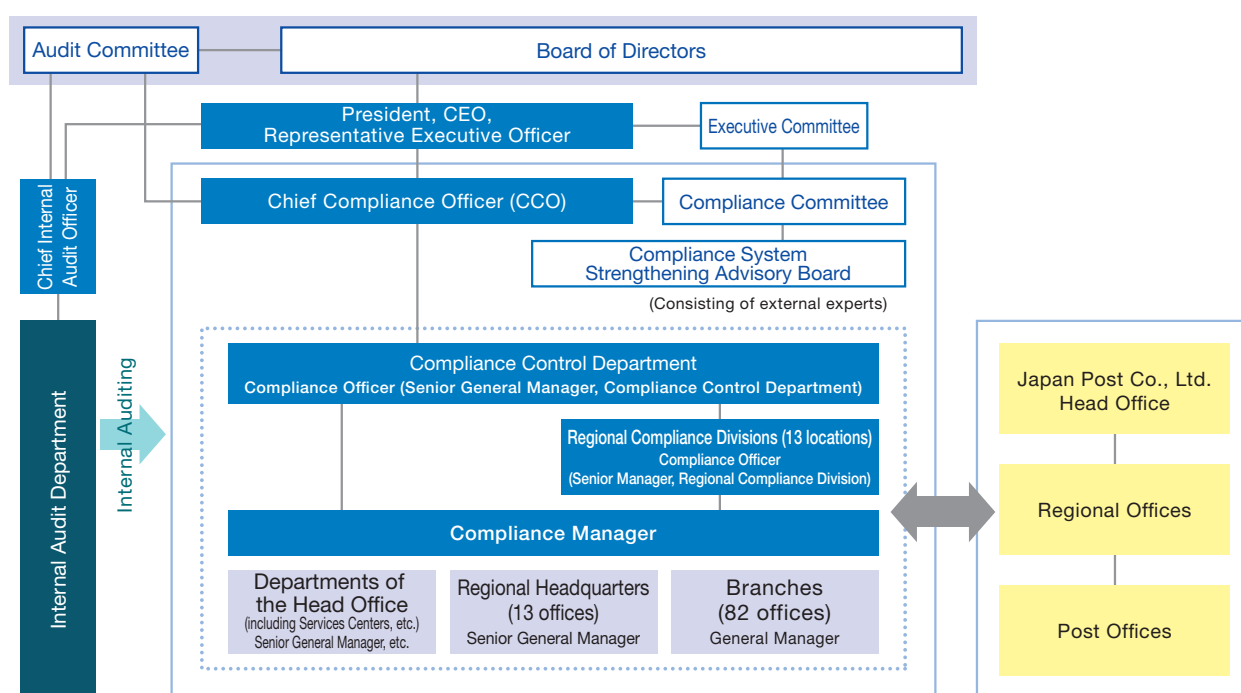
► Compliance Policies

We have established our compliance framework by formulating compliance rules that set out the basics for the promotion of compliance within the Company. 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 also ensure that all executives and employees are aware of the content by making these available for reference. Furthermore, we work to undertake thorough implementation of compliance through our “Compliance Program,” a plan developed annually to lay out specific details for promoting compliance.

► Compliance Promotion System



To promote compliance within the Company, we have established the Compliance Committee, headed by the Chief Compliance Officer (CCO). The Compliance Committee deliberates on management policies concerning compliance, specific compliance operations and response 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 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 that include Compliance Administrators and 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

We have put in place an appropriate whistleblowing system by establishing reporting rules that Group employees should follow in the event of a violation of laws and regulations or internal regulations, in addition to setting up internal and external whistleblowing contact points, in order to prevent the occurrence or spread of compliance violations, or to resolve them at an early stage.

In addition to existing internal whistleblowing contact points, the Japan Post Group newly established an external whistleblowing contact point exclusively for financial product sales issues. We will ensure that all employees are aware of the use of this whistleblowing contact point to identify issues including problems related to improper solicitation.

► Countermeasures against Money Laundering and Financing of Terrorism

Japan Post Insurance is promoting efforts to appropriately reduce the risk of money laundering and financing of terrorism (“money laundering, etc.”) based on the “Policy on Anti-Money Laundering and Combating the Financing of Terrorism” formulated in accordance with the Financial Services Agency’s “Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism.”

We identify and evaluate risks based on the profile of business, conditions at agencies, and laws and regulations, from the perspective of preventing the misuse of products and services provided by the

Company for money laundering, etc. We take appropriate countermeasures against the relevant risks in order to effectively reduce such risk.

In addition, management plays a leading role in promoting countermeasures against money laundering, etc., while clarifying the roles and responsibilities of executives and employees engaged in countermeasures against money laundering, etc., by putting the Chief Compliance Officer as the person in charge of countermeasures against money laundering, etc.

► 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 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

https://www.jp-life.japanpost.jp/english/aboutus/company/en_abt_cmp_security.html

📄 Purpose of Use of Personal Information Succeeded from Japan Post

https://www.jp-life.japanpost.jp/policy/privacy/pcy_prv_object.html (in Japanese)

► 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.

Notes: 1. Chief Information Security Officer

2. Computer Security Incident Response Team

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.

Handling of Antisocial Forces

https://www.jp-life.japanpost.jp/english/aboutus/company/en_abt_cmp_antisocial.html

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 agents.

<Sales Personnel>

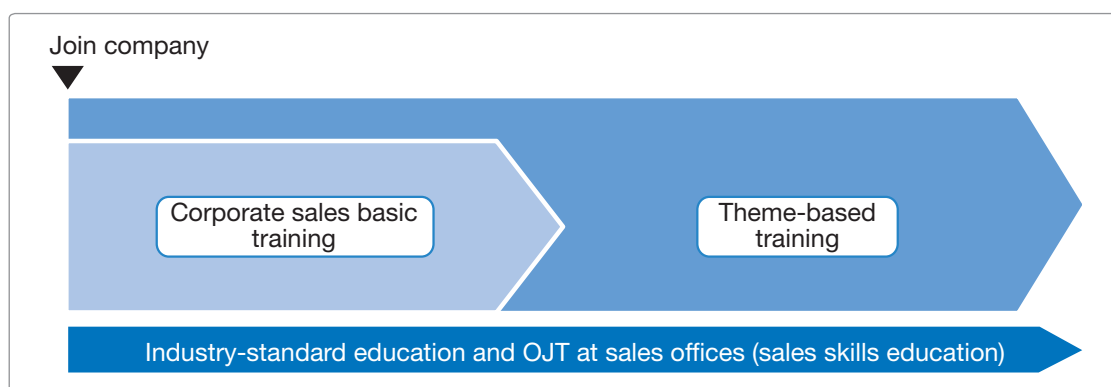
Sales personnel at directly-managed offices engage in insurance solicitations mainly targeting the corporate and worksite markets.

► Overview of Training

Through a training program for Japan Post Insurance's managers and employees, we work to develop sales personnel who possess advanced knowledge and a sense of ethics to ensure that personnel accurately respond to the needs of corporate customers, in order to conduct customer-first sales activities.

Sales personnel acquire the knowledge and skills needed to undertake insurance solicitations

in the corporate and worksite markets through mass training and industry-standard education held at the head office. We also implement various types of training based on specific themes 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 for households and small- and mid-sized companies.

► Overview of Training

Employees of Japan Post Co. 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 that includes dispatching our employees as instructors for training and other activities implemented by Japan Post Co.

