



Annual Report

Main Section

2026

2025.4.1 — 2026.3.31

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—Welcoming Ms. NAKAZORA as Principal Researcher—

Editorial Policy

Japan Post Insurance produces this report to provide stakeholders with comprehensive and easy-to-understand information about the Company's management foundation, growth strategies, governance, and other matters, drawing on both financial and non-financial information. This Annual Report clearly presents the Company's current situation and challenges, while explaining in detail the future goals and medium- to long-term vision through the new Medium-Term Management Plan announced in May 2026. It also sets out management's approach to financial and capital policies as well as each growth strategy, with the aim of fostering a deeper understanding of the Company's initiatives for sustainable value creation and its overall management policy.

This Annual Report was compiled with reference to the "International Integrated Reporting Framework" issued by the International Integrated Reporting Council (IIRC) and the "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation" issued by the Ministry of Economy, Trade and Industry. In addition, this Annual Report is issued as a disclosure material based on Article 111 of the Insurance Business Act.

Reporting period: Operating performance for the fiscal period from April 1, 2025, to March 31, 2026. The report also includes some activities after April 2026.

- Notes:
1. This report is intended to provide information to the public and is not intended to constitute a solicitation to invest in stock or other marketable securities of Japan Post Insurance Co., Ltd. or its subsidiaries (hereinafter, "the Group"). In addition to the Group's current status, this report contains forward-looking statements regarding the outlook and targets of the Group, which are based on information available when the report was produced or on Japan Post Insurance's expectations derived from projections or assumptions made at the time of the report's production. Please note that these forward-looking statements are subject to a broad range of risks and uncertainties, and actual results might vary materially from the statements contained in this report as a result of changes in the economic conditions or business trends, revisions to laws or regulations, effects of large scale disasters, fluctuations in the value of assets owned, harmful rumors or false information.
 2. Unless otherwise noted, the numbers and percentages shown in this report are based on the latest available data as of March 31, 2026.
 3. Unless otherwise noted, financial figures in this report are reported on a non-consolidated basis. Unless the context indicates otherwise, references in this report to "we," "us," "our," "the Company" or similar terms refer to Japan Post Insurance Co., Ltd.
 4. The Company has been commissioned by the Organization for Postal Savings, Postal Life Insurance and Post Office Network (the "Management Network"), which succeeded to the rights and obligations of the Postal Life Insurance Policies enrolled in before September 2007, to engage in insurance policy operations. As of April 1, 2019, the Management Network has changed its name from the Management Organization for Postal Savings and Postal Life Insurance.

Photo courtesy of: Japan Post Holdings Co., Ltd. (JP CAST) (Senya Post Office)



Robust Management Foundation to Support Peace of Mind

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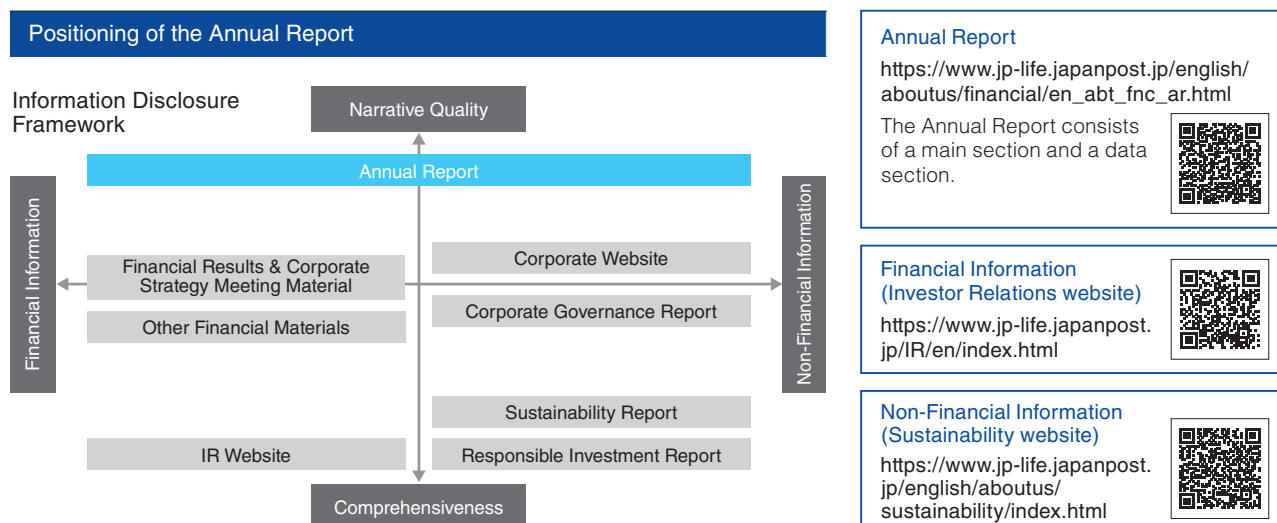
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JAPAN POST INSURANCE

Management Philosophy

Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being.

The Value Delivered by Japan Post Insurance

**Realizing
a Prosperous
and Stable Life**

**Advanced
Asset Management
and Resolution
of Social Issues**

**Creating
New Forms of
Peace of Mind**

Social Mission (Purpose) of Japan Post Insurance

**We will remain trusted and selected by customers,
thereby protecting their lives
through the provision of life insurance products.**



Aiming to Further Enhance Reliable, Simple, and Fast Procedures Tailored to Each Customer

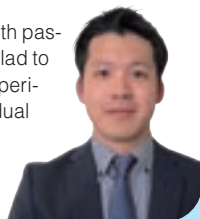
In order to enhance the value of the customer experience, I am working to further improve reliable, simple, and fast procedures by leveraging the convenience of digital technology.

I believe that delivering the peace of mind that insurance provides requires not only improving the efficiency of procedures but also offering warm, personalized service tailored to each customer.

Going forward, I will continue to work with passion so that our customers can truly feel glad to have chosen Japan Post Insurance by experiencing procedures tailored to their individual needs.

SAITO Kohei

Business Process Services Reform Department



The Conviction that My Work Contributes to Society

"The conviction that my work contributes to society" is a phrase that someone once shared with me, and it captures the true meaning of my work at Japan Post Insurance. Behind every employee are customers, and beyond them lies society. Keeping that in mind at all times, I believe that building a positive and energetic team is my most important role as a general manager, and I act based on that belief.

Through these daily efforts, I hope that Japan Post Insurance will be cherished for generations and become an indispensable presence in society, and that I will continue to be a part of that company.

ONODERA Kumiko

Kawasaki Branch



Guided by Our Management Philosophy, Every Day at Work.

—Our Employees' Commitment Is Behind Every Life We Seek to Protect—

We engage in our daily work in the hope of being a presence that stays close to and supports each customer's life.

On this page, we introduce the values that each employee cherishes and puts into practice every day, guided by our Management Philosophy.

Aiming to Provide Proposals That Make Customers Feel Glad to Have Chosen Japan Post Insurance

I strive to listen carefully to each customer's hopes, concerns, and future plans and to recommend coverage that suits their needs so that they feel, "I'm glad I chose Japan Post Insurance. It really helped me." I also place importance on continuing to stay close to and support customers through regular after-sales follow-up, and I make a conscious effort to provide courteous service and take prompt action to build relationships based on trust.

Without becoming complacent, I will continue to deepen my knowledge and work to provide customers with even greater peace of mind.

MIYAZAKI Nozomi

Tsushima Post Office Retail Service Division,
Kasugai Branch



Aiming to Develop Products That Support the Lives Our Customers Wish to Protect

As a member of the product planning division, I lead the planning and development of new products and systems while keeping a close eye on the market environment and customer needs. To ensure that our customers can choose our products with confidence, we design products that customers can easily understand and feel confident about, based on various surveys and analyses, while considering the actual situations in which we will explain them to customers. Through insurance, I will continue to work to develop simple and easy-to-understand insurance products so that we can support each customer's life they wish to protect and provide them with peace of mind.

FUJIMURA Misa
Product Planning Department

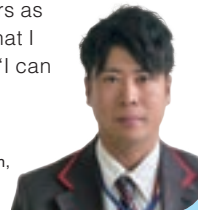


Continuing to Be a Consultant Our Customers Can Rely On

As a consultant, I approach my daily work while focusing on providing valuable information and making proposals tailored to customers' needs.

I believe that my mission as a consultant is to listen carefully to each customer's story and to convey information that is useful to them in a clear and accurate manner. Going forward, I will continue to make proposals to as many customers as possible while supporting them, so that I can hear them say, "Thank you" and "I can count on you."

YAMANOUCHI Yusuke
Matsuyama Chuo Post Office Retail Service Division,
Matsuyama Branch



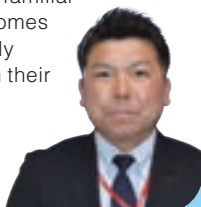
Being the First Person Customers Think of When They Need Advice

As a member of the Whole Sales Division, I engage in my daily work with a focus on continuing to deliver peace of mind to customers.

I deeply value the Japan Post Insurance corporate brand and the trust we have built over many years, and I make a conscious effort to listen carefully to each customer's hopes, concerns, and vision for the future.

I will continue working to become a familiar and trusted presence that naturally comes to mind first for our customers, not only when they face challenges but also in their daily lives.

MARUTA Tomoharu
Whole Sales Division, Nagano Branch



Aiming for Empathetic Communication that Focuses on Customers' Most Pressing Concerns

In my role as an operator, I focus on having empathetic conversations with customers over the phone by trying to understand what each customer needs help with most right now. I strive every day to respond in a manner tailored to each customer and to provide guidance that will help ease their mind, even if just a little.

Hearing a simple "Thank you" at the end of a call is my greatest source of motivation. I will continue to value interactions that bring smiles to our customers.

MIYAZAKI Narumi
Customer Services Unit
Fukuoka Customer Services Center

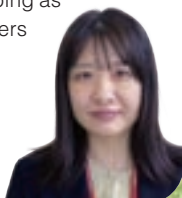


Services that Support Our Sales Front Lines and Bring Smiles to Customers

We, the employees of the Retail Service Control Division, work together with consultants from the Retail Service Division with the aim of delivering services that bring smiles to our customers, and carry out our daily work.

I previously worked as a consultant and had the opportunity to interact directly with various customers. I will continue to firmly support the sales front lines while valuing the experience I gained and keeping as my top priority bringing joy to the customers our consultants serve.

TSUTOU Kana
Retail Service Control Division, Yokohama Branch



Ensuring the Protection of Our Customers' Valuable Assets

I am always mindful of the importance of the valuable assets entrusted to us by customers, and I engage in my daily work to protect them reliably into the future. Even in a rapidly changing market environment, I believe that conducting sound investment management and thorough risk management to reliably protect the assets entrusted to us is an important mission of the asset management division.

As a member of this division, I will carry out each task with care and precision and contribute to asset management that provides customers with peace of mind for the future.

SHIZUME Kanade
Investment Planning Department

