

Human Capital Management

Enhancement of Corporate Value Through Maximizing the Value of Human Capital

Through business process reform and the optimization of human resource allocation utilizing AI and digital technologies, we will work to maximize the value of human capital and strengthen earning capacity, with the goal of enhancing corporate value.

TACHIBANA Atsushi Deputy President, Representative Executive Officer



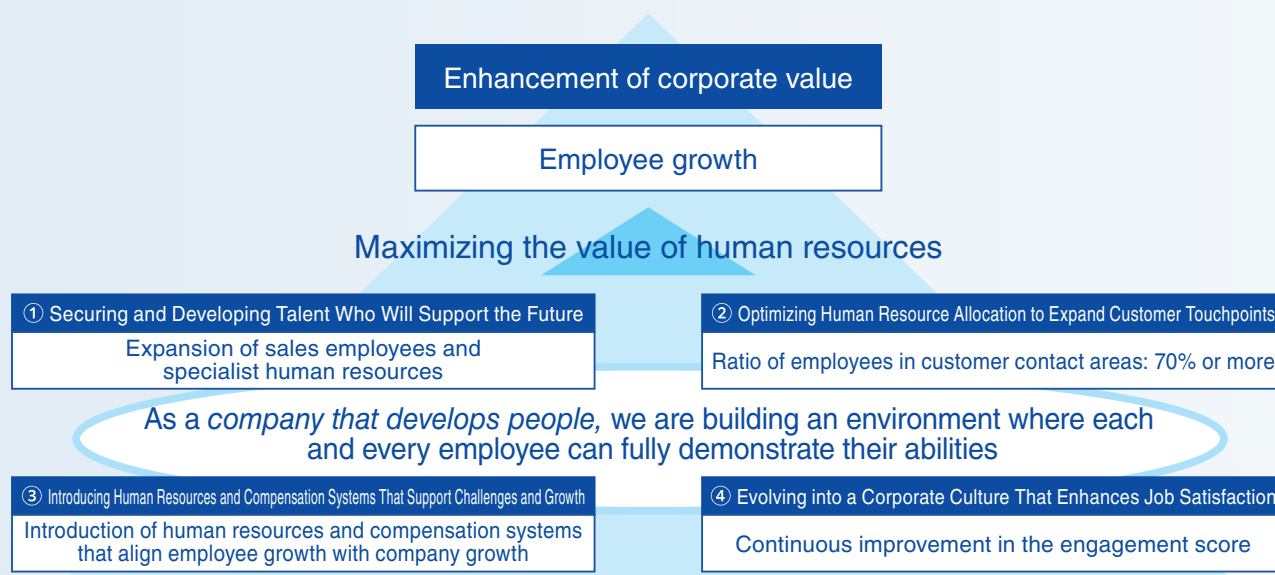
During the Previous Medium-Term Plan period, the Company sincerely responded to the corporate culture challenges that became apparent due to the impact of the solicitation quality issues that occurred in 2019, and worked on company-wide communication reforms aiming to *establish a corporate culture in which employees act independently*. As a result, employee engagement at the Company has steadily improved, and we achieved the company-wide engagement rating of “B”^(*) or higher that we set as a target for the Previous Medium-Term Plan period. In the New Medium-Term Plan period, we believe it is important to translate improved employee engagement and organizational culture into even higher quality services for customers, thereby further strengthen our customer base.

In addition, looking at changes in the external environment, we recognize that environmental changes surrounding the Company are progressing at a very rapid pace, such as changes in social structure including a declining birthrate and an aging population, and the diversification of insurance needs. Against this backdrop, we believe that further strengthening human

capital management is essential in order to continuously deliver peace of mind to customers and achieve the long-term enhancement of corporate value. Therefore, under the New Medium-Term Plan, we will focus intensively on (1) securing and developing talent who will support the future, (2) optimizing human resource allocation to expand customer touchpoints, (3) introducing human resources and compensation systems that support challenges and growth, and (4) evolving into a corporate culture that enhances job satisfaction, thereby building an environment in which diverse human resources can thrive at work while fully demonstrating their abilities, supporting employee growth and challenges, and also focusing on promoting the expansion of the roles of women employees and creating an LGBT-friendly workplace. Through these initiatives, we will deliver our high-quality insurance services to customers and aim for our sustainable growth and the enhancement of corporate value by continuing to be selected by customers.

* B is the 6th from the top of all 11 levels.

Schematic Diagram of the Human Resources Strategy for Enhancing Corporate Value



Human Resource Strategies for Enhancing Corporate Value

In an environment of a declining working-age population and rising personnel expenses, we believe it is important for each and every employee to play an active role while streamlining business operations utilizing AI and digital technologies. Under the New Medium-Term Plan, we have set forth four human resource strategies and will further

focus on securing and developing talent who can play active roles in their respective fields, as well as further improving employee motivation. We will encourage the growth of each and every employee, thereby enhancing our corporate value.

Human Resource Strategy (1) Securing and Developing Talent Who Will Support the Future

Strengthening Recruitment of Talent Who Will Contribute to the Achievement of Growth Strategies

In recruiting new graduates, we provide information on career development support through activities such as briefing sessions, work experience, and internships, as well as offering ongoing support from recruiters. We also promote understanding of our business content and human resource strategies by raising awareness through our website, various job information sites,⁽¹⁾ social media, and other channels, thereby carrying out high-quality recruitment.

For mid-career recruitment, we secure specialized human resources in the fields of actuarial science,⁽²⁾ asset management and risk management, and IT and digital.

In particular, with a view to strengthening our sales force and building a system that allows us to maintain ongoing connections with our customers, we are focusing on expanding sales employees among both new graduates and mid-career hires.

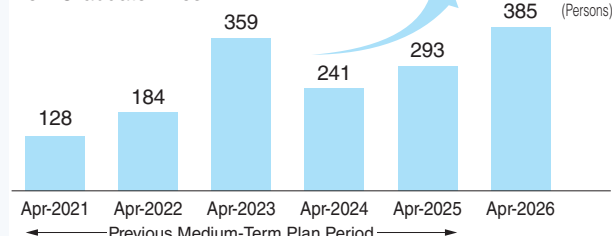
In addition, through measures to secure diverse talent, such as a *comeback hiring system* and a *referral hiring system*, we are recruiting talent that will contribute to sustainable growth and the achievement of growth strategies.

^{*1} Ranked 1st in the life insurance industry and 3rd in the financial industry in the 2027 Popular Employers Ranking for New Graduates

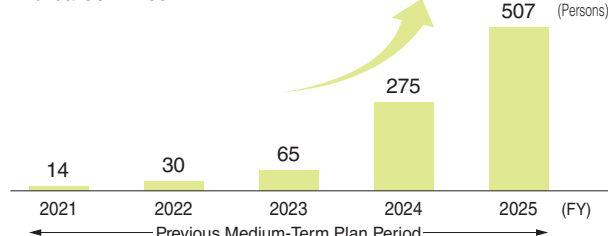
^{*2} Professionals who use methods such as probability and statistics to evaluate uncertain future events and perform actuarial work and risk management.

Trends in the Number of Hires

New Graduate Hires



Mid-career Hires



Development of Highly Specialized Human Resources Active in Their Respective Fields

We are working on the development of human resources who can demonstrate expertise in various fields in order to strengthen the human resource base that will support future growth.

Specifically, we systematically implement a level-specific training program according to roles from new employees through mid-level and managerial levels, while expanding opportunities for cross-boundary experiences, such as overseas training, secondment outside the Group, and side jobs, and developing self-learning systems to support employees' self-development. Through these initiatives, we continuously develop human resources who possess diverse experiences and expertise and are capable of proactively leading the organization.

In particular, for *taking on the challenge of business transformation through AI and digital technologies* as set forth in the New Medium-Term Plan, in the development of IT and digital human talent, we have prepared development curricula for each area, such as data utilization and AI utilization, and are promoting systematic development.

In addition to the Japan Post Group's common training programs, we have prepared a training lineup that is unique and tailored to the characteristics of our business. We have also established an environment in which employees can learn practical skills and knowledge by incorporating knowledge from outside our company and providing on-the-job training (OJT).

Through these initiatives, we will steadily develop IT and digital talent and build a foundation that supports the sustainable growth of the Company, thereby accelerating the promotion of DX.

Overview of the Development of Highly Specialized Human Resources



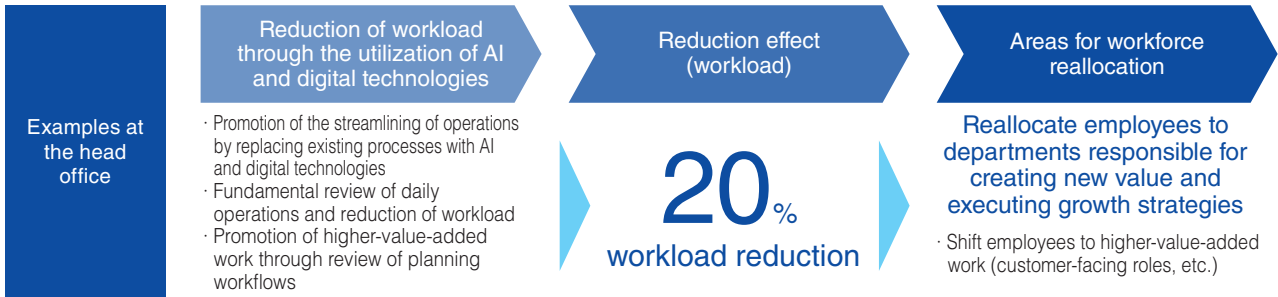
Human Resource Strategy (2) Optimizing Human Resource Allocation to Expand Customer Touchpoints

Improving Productivity Through AI and Digital Technologies

We will work on transforming business processes and reforming ways of working through the proactive utilization of AI and digital technologies. We aim to transition to a higher-value-added

operational style by fundamentally reviewing business processes to improve productivity and efficiently utilizing management resources.

Examples of Initiatives Aimed at Improving Productivity



Support for Employees in Proactively Designing Their Own Careers

To support employees in proactively designing their own careers, we will visualize the skills required in career paths and develop an environment in which each and every employee can recognize their own strengths and abilities. In addition, we will issue internal newsletters on career role models, implement the career challenge system aimed at autonomous growth of employees, and promote continuous career discussions between supervisors and subordinates while also working to improve the quality of these discussions.

Through these initiatives, we will support the career design of each and every employee and work to

enhance the motivation and desire of employees for growth.



Internal newsletter *Guideposts for Career Design—Introduction of Role Models*

Promoting Appropriate Placement to Become a Company Where Everyone Can Thrive

For employees engaged in back-office operations, such as at Services Centers, we are working to strengthen human resources development so that they can play active roles in customer touchpoint areas. We create opportunities to acquire the skills and knowledge required in customer touchpoint areas through training, OJT, and other means. At the same time, by utilizing AI and digital technologies to fundamentally overhaul business processes, we aim to improve productivity, realize optimal personnel allocation, and build a sustainable system.



Scene from retail sales practical training

Human Resource Strategy (3) Introducing Human Resources and Compensation Systems That Support Challenges and Growth

Transition to a Human Resources System That Rewards Employee Performance and Growth

We are reviewing our human resources system in order to appropriately reward the performance and growth of each and every employee. We are currently exploring options, in consultation with the labor union, to transition from a conventional seniority-based salary system to a

new salary system based on duties and the roles being performed. Through this, we aim to strengthen incentives for challenges and self-growth while realizing a human resources system perceived as fair and acceptable.

Fostering a Sense of Ownership Through such Initiatives as Enhancing the Employee Stock Ownership Plan

In order to further enhance employees' sense of ownership and the sense of unity between management and employees, we provide special incentive payments and increase incentive payment rates for employees who join and contribute to the Japan Post Insurance Employee stock ownership plan, thereby encouraging participation in the Japan Post Insurance Employee stock ownership plan and supporting long-term wealth building.

We believe that when employees hold shares in the Company, the results of their daily work will be reflected in increased corporate value and share prices, thereby fostering a sense of ownership and encouraging employees to view the Company's growth as personally relevant.

Through this virtuous cycle, we will enhance employees' sense of ownership and promote their proactive participation toward the enhancement of corporate value.



Human Resource Strategy (4) Evolving into a Corporate Culture That Enhances Job Satisfaction

Establishing a Culture Where Employees Respect One Another and Work with a Positive Attitude

We place importance on a corporate culture in which we always communicate with a feeling of respect toward colleagues who we work with, and we promote the creation of an environment in which employees respect one another and can take on challenges with a positive attitude.

In addition, with the goal of not only fostering the growth of each individual employee but also providing greater value to our customers and society as a company, we are also developing a system that can reflect diverse perspectives and ideas in various measures. Specifically, we have launched the cross-departmental

project WAKAPRO, centered on young employees the fiscal year ended March 31, 2026. This initiative involves forming teams with members selected from multiple departments, separate from their regular duties, to explore and implement initiatives that will contribute to the Company's growth.

By building an operating structure of cross-departmental projects led by young employees in this way, we aim to break away from the conventional organizational silos while fostering a spirit of collaboration across departments.

Creating a Virtuous Cycle Where the Growth of Each Employee Contributes to Enhancing Corporate Value

We aim to realize a virtuous cycle where the growth of each and every employee contributes to enhancing corporate value. Specifically, through the setting of appropriate goals tailored to each employee's position and the provision of feedback, we will link the growth of each and every employee to the enhancement of corporate value.

By having each employee achieve goals commensurate with their roles and expectations, we will

improve business results and aim for the improvement in overall organizational performance and enhancement of corporate value. Through linking results and evaluation in this process, we aim to enhance employees' willingness to take on challenges and their awareness of growth.

By ensuring that this cycle continues to function effectively, we will aim to establish a mechanism in which employees and the company grow together.

Promoting Diversity by Considering the Evolving Values of Employees

We promote the creation of a diverse and vibrant organization, respect the human rights of all people involved in our business activities, and work to secure a safe and comfortable workplace environment and create a rich workplace in which each and every employee can exercise their autonomy and creativity.

In addition, we view the promotion of diversity, including the promotion of expanding roles of women employees, support for balancing work with childcare and nursing care, and the employment of and support for people with disabilities, as an important mission and management issue for linking employee growth and the enhancement of corporate value to sustainable growth, and we will further strengthen our efforts in these areas.

Initiatives and Achievements in FY2025

Establish a Corporate Culture in Which Employees Act Independently

In response to the solicitation quality issues that occurred in 2019, we have been directly addressing corporate culture issues in order to restore employee motivation and employee satisfaction after their decline. With an aim to *establish a corporate culture in which employees act independently*, we have continuously implemented company-wide communication activation measures, including the expansion of opportunities for dialogue between management and employees. As a result, we have seen positive results in company-wide communication and achieved the engagement rating target for the fiscal year ended March 31, 2026.

Building on these achievements, we are transitioning from the establishment of corporate culture to a new stage of channeling that strength into delivering value to our customers and enhancing our corporate value. Furthermore, toward the construction of an environment in which employees can fully demonstrate their abilities, we are providing coaching training^(*) for managers and also working on the strengthening of management capabilities.

* A communication skill for managers that encourages subordinate employees to act independently by clarifying the goals that they aim to achieve together with their subordinate employees, thereby broadening perspectives and options for action.

Enhance Communication

● Communication Between Management and Employees

To enhance communication between management and employees, we hold discussions between management and front-line employees *Frontline Meetings*, and between the President, executives, and head office employees *President and Executive Cross Meetings*. It gives management an opportunity to talk directly with employees about our company's management policy and their expectations for employees, while employees also benefit from directly communicating their opinions and thoughts to management, fostering mutual trust and a sense of unity between management and employees. We have also introduced *the Kampo Suggestions Box*, an initiative that allows employees to make proposals directly to the President. The opinions received are shared with management and related departments, who consider their effectiveness and feasibility and channel

them toward business improvements, and the system also serves as an effective mechanism for detecting risks.



Executive Cross-meeting

Launch of the Young Employee-Centered Cross-Departmental Project WAKAPRO

In the *WAKAPRO* project, which aims to develop human resources who will bear future business and create growth opportunities, we aim for young employees to practically acquire the perspectives, judgment, and execution capabilities necessary for business through the process of addressing challenging issues. We hope that by participating in this project, they will not only experience personal growth but also further heighten their awareness of contribution to the Company. We also aim for new perspectives and knowledge to spread

within the organization through collaboration with employees of other departments with whom there is little contact in regular work. The networks and experiences developed through the project lead to the promotion of cross-departmental collaboration and the fostering of collaborative awareness. Through these initiatives, we aim to increase the number of employees who can adapt flexibly to change and take the initiative, thereby revitalizing the entire organization and enhancing corporate value in the future.



Voice of an Employee Involved in WAKAPRO

I participated in the “Making the Most of Generative AI in Daily Operations” project, one of several projects under *WAKAPRO*, where I helped develop and implement concrete initiatives to streamline head office operations through the use of generative AI.

Because the team was made up entirely of young employees, we were able to exchange opinions openly in daily discussions. In addition, while sharing the feeling of accomplishing something together until execution, each person proactively worked on the project.

This experience of driving change while involving those around me also gave me a great deal of confidence. Going forward, I will aim to achieve both job satisfaction and productivity by combining technology and human capabilities.



KASHIHARA Tomoya
Human Resources Department

Promote the Active Participation of Diverse Human Resources and Flexible Work Styles

We aim to meet the needs of an increasingly diverse society and to improve employee and customer satisfaction by creating an environment in which diverse human resources mutually respect their individuality, fulfill their roles and achieve results, and work flexibly regardless of time and location. In the year ended

March 31, 2026, as well, we worked on the promotion of the active participation of diverse human resources and flexible work styles, including the promotion of expanding roles of women employees, support for balancing work with childcare or nursing care, and the employment of and support for people with disabilities.

Promotion of Expanding Roles of Women Employees

● Promotion of Expanding Roles of Women Employees

Toward the realization of our vision for promoting the expansion of the roles of women employees, namely *a company where more women play active roles in various workplaces and positions*, we continued our efforts in the year ended March 31, 2026, and promoted the creation of an environment in which each employee can work with vitality and realize the career (vision) they aspire to.

In addition, in order to utilize the perspectives of diverse human resources in management, we are also working on the systematic development of women manager candidates. We aim to achieve a company-wide ratio of women managers of 16.5% and a ratio of women managers at the head office (including Services Centers) of 30% or more by April 1, 2031, and toward the achievement of this, we will continue to strengthen the promotion of expanding roles of women employees through various training programs and other initiatives.

STEP 0 (Foundations) Organizational Measures to Develop Women

We are strengthening the development of women who are expected to be candidates for management positions in the future at each site through regular dialogue with their supervisors.

STEP 1 to 3 Training for Future Managers

The training is designed for women selected as development targets in STEP 0, and is held throughout the year in accordance with their stage of development, with the objectives of encouraging them to aspire to higher positions, understanding the current status of skills required for management positions, and improving skills.

Networking for Women Sales Personnel

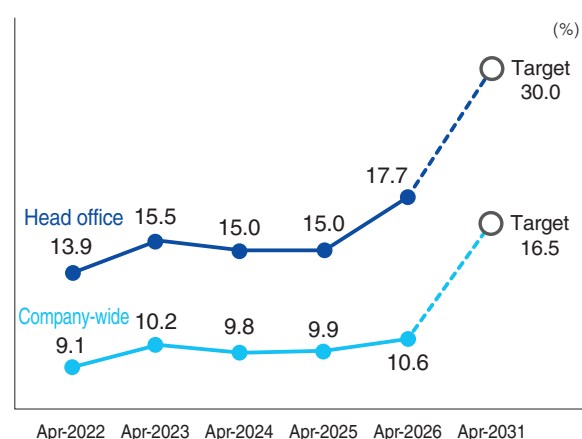
● Roundtable Discussion for Women in the Retail Service Division

Roundtable discussions for women are held in each of the 13 areas, with themes set for each area, to strengthen cooperation among women in the Retail Service Division.

● Networking Events for Women in the Whole Sales Division

We hold online and in-person networking events to strengthen cooperation among women engaged in wholesales activities throughout Japan.

Ratio of Women Managers



Notes: 1. Partial amendments have been made to the calculation procedures from FY2023 (excluding the employees assigned from other companies, and including those assigned from the Company to other companies).
2. Partial amendments have been made to the calculation procedures from FY2024 (the scope of head office functions has been expanded due to organizational reform, etc.).

Training System for Women Manager Candidates

Development of women manager candidates



Women's roundtable discussion in the Retail Service Division, Hokuriku Area

Support for Balancing Work with Childcare and Nursing Care

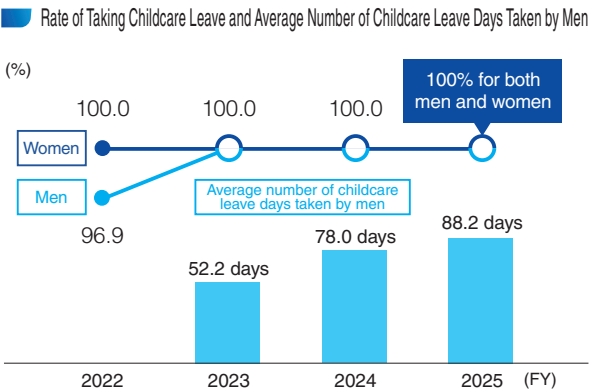
We aim for a workplace culture where it is commonplace for both men and women to play an active role while balancing work and family lives. To ensure that employees can continue to work with peace of mind while raising children, we are thoroughly implementing the return-to-work support program for employees who have taken childcare leave, and holding seminars to help employees achieve a balance between work and childcare.

Since May 2023, it has become compulsory to take paid childcare leave. In the year ended March 31, 2026, as in the previous fiscal year, the rate of taking paid childcare leave reached 100% among eligible men and women.

We recognize that, for men, it is important not only to improve the rate of taking childcare leave, but also to improve the quality of childcare leave, including the number of days taken, and we have implemented such measures as disseminating role models of men who have taken childcare leave. As a result, the average number of childcare leave days taken by men has been increasing year by year, and in the year ended

March 31, 2026, it was 88.2 days, significantly exceeding the national average of 46.5 days.^(*) We will continue efforts to support balancing work with childcare and nursing care.

^{*} Source: Ministry of Health, Labour and Welfare, "Report on the Survey of the Publication Status of the Rate of Taking Childcare Leave, etc. by Men in FY2023"



Note: Partial amendments have been made to the calculation procedures from FY2023 (excluding the employees assigned from other companies, and including those assigned from the Company to other companies).

Promoting Employment and Support for People with Disabilities

We actively promote the employment of people with disabilities, recognizing that fairly evaluating their work skills and providing work opportunities for them is a part of our corporate social responsibility.

We are implementing a range of measures to support the retention of employees with disabilities so that they can work with peace of mind. These include setting up dedicated consultation desks, holding roundtable discussions, and providing opportunities for dialogue with leaders who promote employment of people with disabilities. These leaders are assigned to each of our regional headquarters and Services Centers. Additionally, following the Tokyo site, we have also started operating an in-house café at the Kyoto site as part of our efforts to expand the range and volume of work.

In this way, through the creation of an environment where employees with disabilities can actively demonstrate their full potential, we are working to instill awareness of normalization within the Company.



Preparing to sell baked goods at the in-house café

Ratio of employees with disabilities (for the entire Japan Post Group)

FY2024 results	FY2025 results
2.71%	2.55%

Note: Total for all six companies of the Japan Post Group as of June 1 of each fiscal year.

LGBT Friendly

We are conducting training to deepen the understanding of sexual diversity and promoting the expansion of allies who understand and support LGBTQ+, aiming to become an LGBT friendly company. We continue to take these initiatives to create a diverse and inclusive working environment, so that each and every employee can work with energy and vitality.



Our trademarked LGBT ALLY logo

Health Management

In line with the policy that physical and mental health is important for each and every employee to fully demonstrate his or her abilities and work proactively, we have established the Japan Post Group Health Management Promotion System. We work on measures to maintain and promote health, such as curbing long working hours, health guidance to prevent and improve lifestyle-related diseases, and mental health care.

Indicators	FY2025 results
Monthly average amount of overtime per employee	9.3 hours
Stress check implementation rate	93.3%

Results of Various Initiatives

ES Survey Results in FY2025

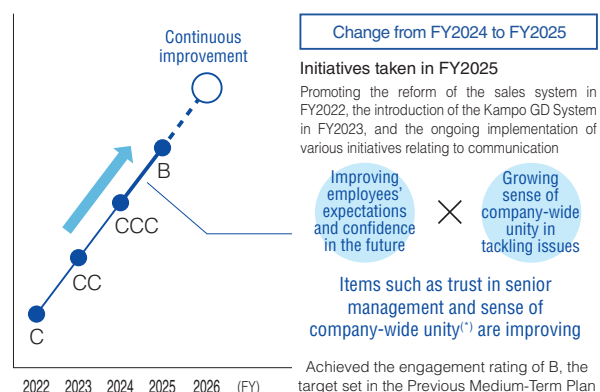
We believe that it is important to identify organizational issues quantitatively and take appropriate improvement measures, and we carry out the engagement score survey (ES survey) twice a year.

In the Previous Medium-Term Plan, we set *achievement of a company-wide engagement rating of B or higher in FY2025* as a non-financial target and continuously implemented various communication initiatives. As a result, employees' expectations and confidence in the future increased, engagement improved significantly, and in the year ended March 31, 2026, we achieved the target engagement rating of B or higher.

In addition, we introduced the site-based GD system as a new system for the development and evaluation of sales employees. There is a correlation between these evaluations and engagement, and it has been confirmed that employees and sites with higher engagement tend to have higher motivation for work, resulting in improved sales performance. We will continue to work on the further improvement

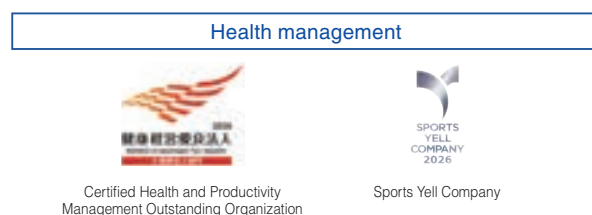
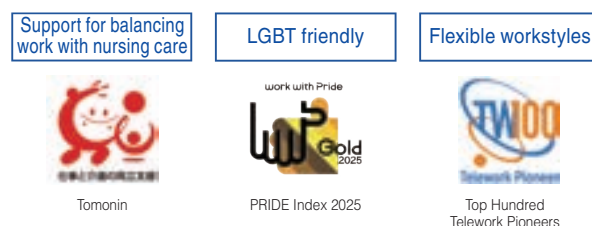
of engagement and aim to create a virtuous cycle in which the improvement of sales performance and the improvement of engagement reinforce each other.

ES Survey Results



External Evaluation and Support for Initiatives

We are advancing initiatives to promote diversity, such as creating an environment where each employee can thrive and play an active role, and these initiatives have received the following recognition.



Japan Post Group Initiatives —Group Human Resources Policy—

The "Group Human Resources Policy" has been formulated to determine the basic direction for implementing management strategies and human resource strategies. The policy identifies four elements to focus on: "pride and fulfillment" as the vision, three axes for achieving this vision, "recognizing each other's differences," "enhancing capabilities," and "demonstrating strengths," and identifies specific indicators and targets.

Key indicators and targets	FY2025 results ⁽¹⁾
Engagement score in FY2028: B for the entire Group ⁽²⁾	—
Rate of taking childcare leave: 100% among eligible men and women	100%
Average days of childcare leave acquired by men: 1 month or more	53.5 days
Ratio of women managers (company-wide): Japan Post Holdings, Japan Post 14.0% Japan Post Bank 25.0% Japan Post Insurance 16.5% (As of April 1, 2031)	9.6% 20.8% 10.6% (As of April 1, 2026)

*1 Results for the entire Japan Post Group

*2 Survey began this fiscal year. The score is based on survey results provided by Link and Motivation Inc. B is the 6th from the top of all 11 levels.