

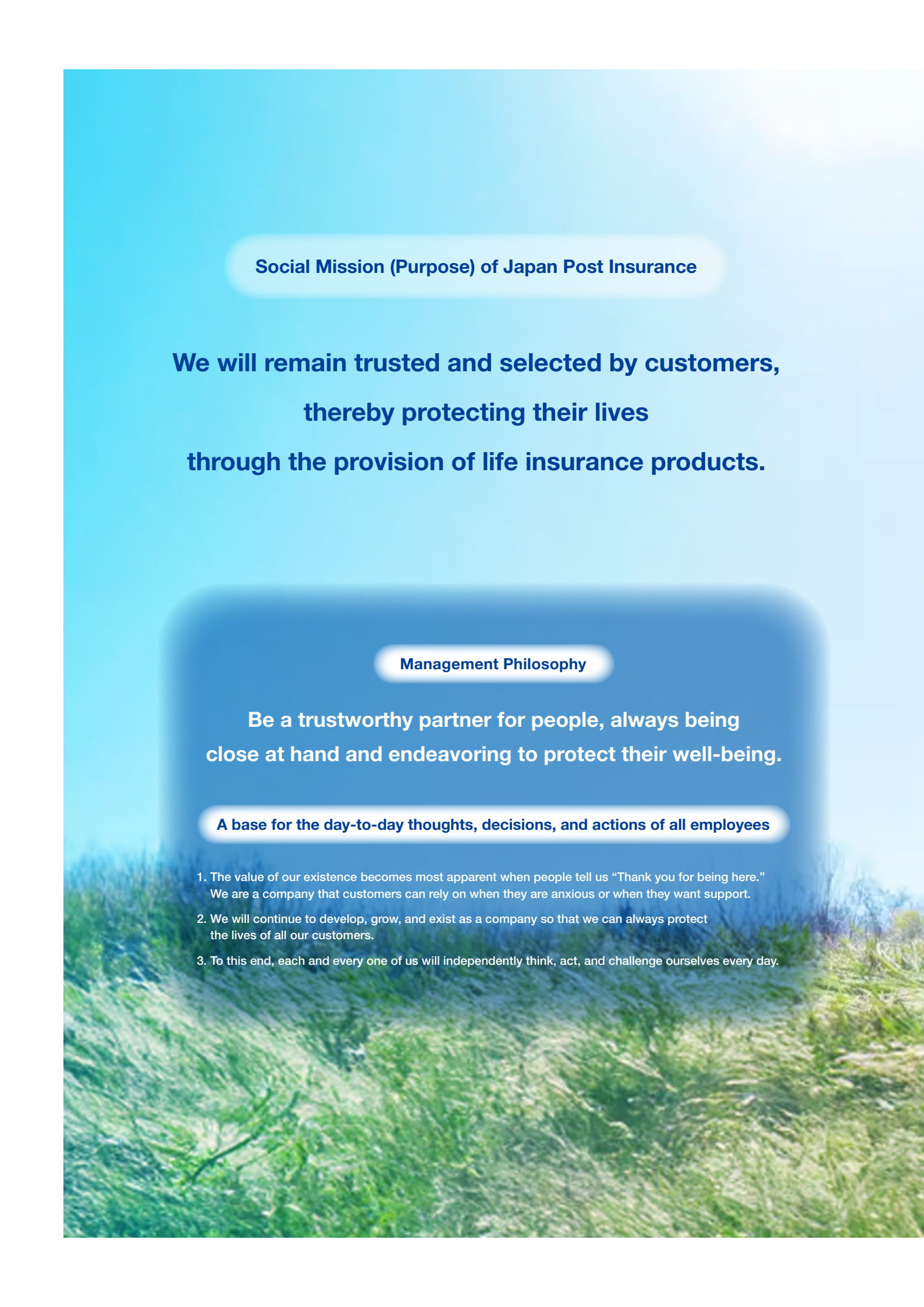
JAPAN POST INSURANCE

# Sustainability Report

# 2025

2024.4.1 | 2025.3.31





**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.**

**Management Philosophy**

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

**A base for the day-to-day thoughts, decisions, and actions of all employees**

1. The value of our existence becomes most apparent when people tell us “Thank you for being here.”  
We are a company that customers can rely on when they are anxious or when they want support.
2. We will continue to develop, grow, and exist as a company so that we can always protect  
the lives of all our customers.
3. To this end, each and every one of us will independently think, act, and challenge ourselves every day.



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## Editorial Policy

Each year, Japan Post Insurance publishes a sustainability report to provide stakeholders with information on the results of our efforts to realize a sustainable society, including our approach to sustainability, as well as reports on our activities in each relevant area.

Our information disclosures reference GRI Standards and other disclosure standards in addition to requests from stakeholders. We strive to enhance information disclosures related to sustainability on our corporate website, updating information promptly and as needed.

### Scope of This Sustainability Report

Organizations Covered: Japan Post Insurance Co., Ltd. (unless noted otherwise)

Reporting Period: Data included in this report is current as of March 31, 2025 in principle. However, where we provide the latest information available as of the publication of this report, we include an indication to that effect.

### Sustainability Report Publication Date

Sustainability Report 2025 in English was published in March 2026.

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**Japan Post Insurance**

Website of Japan Post Insurance  
<https://www.jp-life.japanpost.jp/english/>

X (Formerly Twitter) Official account (in Japanese)  
 ID: @sukoyakampo

Kampo Junction (in Japanese)  
<https://www.jp-life.japanpost.jp/junction/index.html>



**“Radio-Taiso”**

“Radio-Taiso” portal site (in Japanese)  
<https://www.radio-taiso.jp/>

X (Formerly Twitter) Official account (in Japanese)  
 ID: @radio\_kampo

Instagram Official account (in Japanese)  
 ID: @radio\_kampo



## Message from CEO



**TANIGAKI Kunio**  
 Director and President,  
 CEO, Representative  
 Executive Officer

### In Pursuit of a Sustainable Society

When our predecessor, the Postal Life Insurance Service, was founded in 1916, life insurance was difficult to obtain for all but the wealthy. The desire to make it accessible by providing smaller coverage amounts and spreading basic coverage through the familiar network of post offices has enabled us to contribute to creating stability in the daily lives of the people of Japan for over 100 years since our founding. I believe that the value of any company's existence lies in whether it is "useful to the people of the world and appreciated by its customers." In the case of our company, this means fulfilling our social mission (Purpose), that is, that "We will remain trusted and selected by customers, thereby protecting their lives through the provision of life insurance products." We position these business activities as our contributions to bringing about a sustainable society.

### Providing Insurance Services Through the Familiar Local Post Office

Throughout its long history, the Japan Post Group has consistently held onto its business concept of being a highly public business group that accompanies customers in the totality of their lives, walking alongside them from before birth to after death and providing financial, logistical, and other services that people need at each of life's milestones. In regions all across the country, the post office brand enjoys a great amount of trust from local communities, offering people a sense of security. Our greatest feature is



precisely this "post office insurance." Insurance provides people with support in moments of crisis, and that is why I believe there is such great value in offering insurance through "the local post office," an institution that is familiar to all the members of the community. We currently have about 18 million policies in force and will continue to work with the post office to provide insurance products and services that meet the needs of all generations.

## Leveraging Asset Size to Create New Value

We are also an asset owner with an enormous volume of assets under management. As a universal owner (a long-term investor managing large amounts of money diversified widely across capital markets), we have a significant impact on the economy and society as a whole. This gives us not only a certain responsibility, but also ample opportunities to change society for the better. For example, we have launched projects to promote impact investing (investment activities intended to generate not only financial returns but also positive and measurable social and environmental impacts). In addition, we have launched initiatives by which we work with educational institutions in an industry-academia collaboration in asset management to provide funding for startups that use the research findings of academia. In contributing to solving social problems and producing innovation, we are working toward the creation of an even better future for society. In addition, we are expanding collaboration through various domestic and international alliances. Our hope is that pursuing these new initiatives will aid the growth of our Company and broaden the landscape of ways in which we can provide value to society.

## Improvements Initiated Based on Feedback from People on the Ground

After working at the postal service for 40 years, I have become convinced that "a company possesses the same shape as each of its individual work sites, and the truth is to be found on the ground at these work sites." The starting point for me was when I became the director of a post office with 106 employees. I was 29 at the time. Problems arose on a daily basis, and each time we were able to overcome the challenges through the help of the on-site staff. When I became chairman of the "Japan Post Start-up Committee" in 2003, I gathered feedback from employees across the country and set about to "transform the work site." Even now that I have become president of the Japan Post Insurance Co., Ltd., I regularly make my way to the front lines. By listening directly to the concerns and challenges that employees face and taking prompt and proper steps to resolve them, my desire is for the Company to become a place where employees can work cheerfully and energetically, with confidence and pride. I am firmly convinced that precisely such a company will be of service to both our customers and society.

## Conclusion

We have organized these initiatives aimed at achieving sustainable growth for our Company and resolving social issues as [materialities](#). These materialities are there to fulfill our social mission to "protect customers' lives with the power of insurance." By further promoting our initiatives related to materialities, we will continue to strive to be the company of choice for all stakeholders, including customers, shareholders, employees, and local communities.



# The Concept of Sustainability



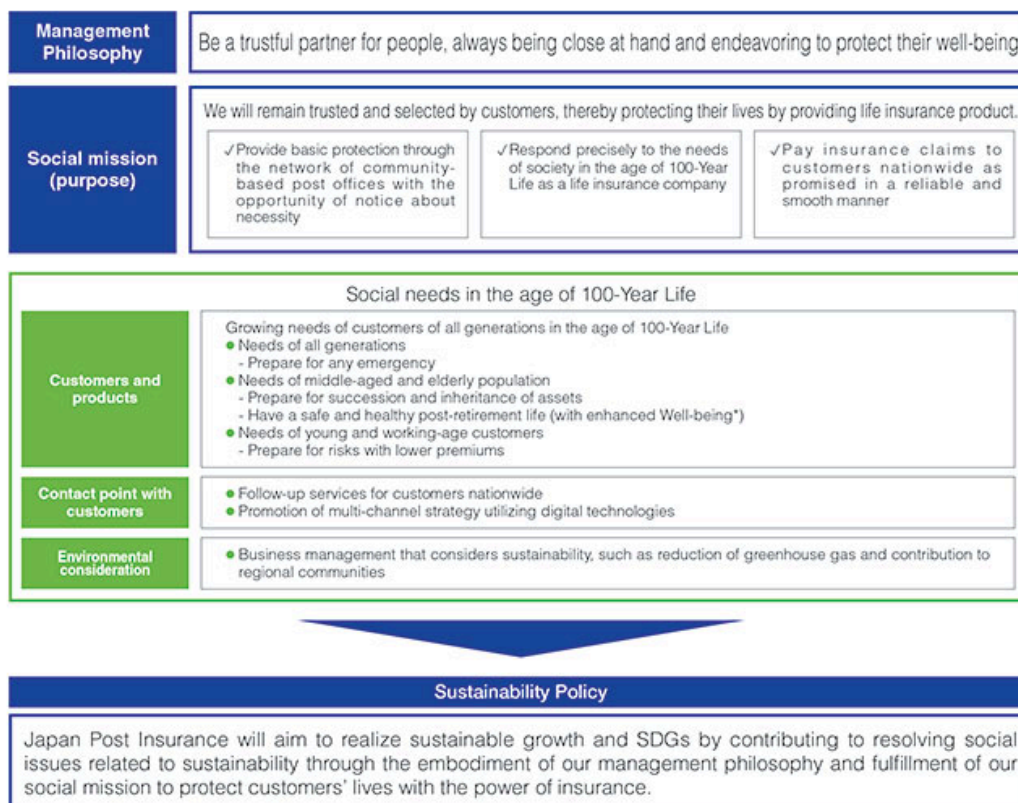


# The Concept of Sustainability

- ▼ Basic Concept
- ▼ Sustainability Promotion System
- ▼ Sustainability Implementation Plan
- ▼ Internal Penetration Measures
- ▼ Contributing to Society through Life Insurance Business

## Basic Concept

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 trustworthy partner for people, always being close at hand and endeavoring to protect their well-being," we have set a "Sustainability Policy" to help resolve social issues and to work to achieve SDGs by fulfilling our 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.



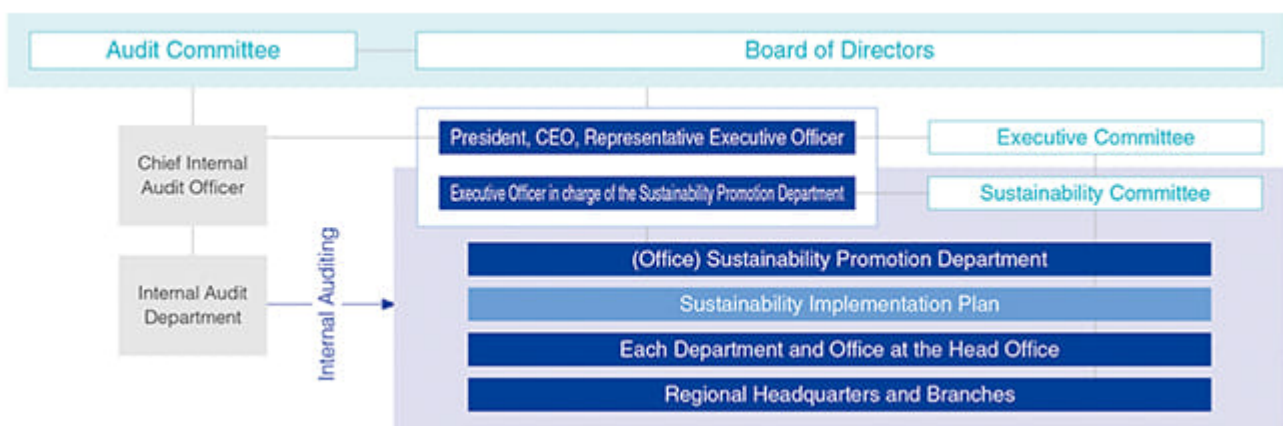
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## Sustainability Promotion System

Japan Post Insurance established the Sustainability Promotion Office in the Public Relations Department in April 2021, and the Sustainability Promotion Department in April 2024 to strengthen the promotion framework.

The Sustainability Committee, chaired by the Executive Officer in charge of the Sustainability Promotion Department, discusses sustainability strategies, formulates and reports on the progress of sustainability implementation plans, and reports the status of deliberations and discussions at the Sustainability Committee to the Executive Committee in a timely manner, with important matters being discussed and decided upon at the Executive Committee before being reported to the Board of Directors.



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## Sustainability Implementation Plan

To fulfill our social mission and address sustainability-related issues, Japan Post Insurance identified five materiality items (important issues), which were reviewed in March 2024 in light of changes in the external environment. In order to promote initiatives in line with materiality, we have formulated a Sustainability Implementation Plan related to each materiality, and we confirm and evaluate the status of implementation. The progress is reported as appropriate to the Sustainability Committee, Executive Committee, and Board of Directors.

In the FY2025 Sustainability Implementation Plan, we have set approximately 40 specific initiatives and corresponding KPIs.

- [Status of Our Sustainability Promotion Measures](#)
- [Materiality\\_\(Important Issues\)](#)



## Internal Penetration Measures

### Conducting Exchange Opinions

We provide opportunities for employees to exchange opinions in small groups on the theme of sustainability, so that each employee can make sustainability their own business and take autonomous action. The FY2024 event focused on themes such as the necessity of sustainability in the life insurance industry.

### Sustainability Training

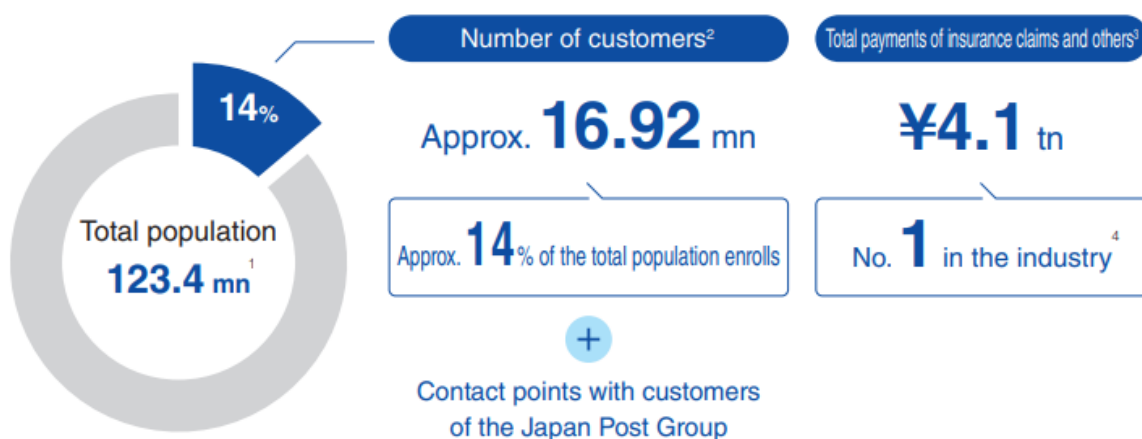
To deepen understanding of sustainability and SDGs, we regularly hold sustainability training for executives with external lecturers, and in the fiscal year ended March 31, 2025, we held two sessions on the relationship between corporate value and ESG, as well as on well-being.

## Contributing to Society through Life Insurance Business

Through the life insurance business, we protect customers' lives by paying insurance claims to customers throughout Japan.

### Customer Base

We have not only an extremely large customer base of approximately 16.92 million people, but also connections with customers of the Japan Post Group nationwide, allowing us to provide many customers with peace of mind through insurance.



Notes:

1. Total population; source: Statistics Bureau of Ministry of Internal Affairs and Communications, "Population Estimates," as of April 1, 2025 (approximate values).
2. The number of customers is the sum of policyholders and insured persons (including individual insurance and individual annuities as well as Postal Life Insurance Policies reinsured by us from the Management Network).



- The total payments of insurance claims and others is the sum of insurance claims, annuity payments, and benefits. Includes payments for Postal Life Insurance Policies reinsured by us from the Management Network.
- Among 41 life insurance companies in Japan (domestic standalone (the Japanese entity in the case of foreign life insurance companies)).

## The Post Office Network and Japan Post Insurance Offices across Japan

Number of post offices  
(post offices or contracted post offices undertaking life insurance solicitation)

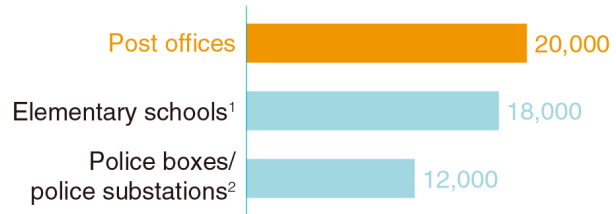
**20,318**

Japan Post Insurance branches

**82**

Retail Service Divisions

**626**



The Retail Service Division is an organization under Japan Post Insurance branches and is located at post offices within the branch's area of responsibility. The division is staffed by consultants who mainly visit customers' homes to conduct activities.

- Number of elementary schools sourced from Ministry of Education, Culture, Sports, Science and Technology, "School Basic Survey"; as of May 1, 2023
- Number of police boxes and police stations; source: National Police Agency "National Police Facility Names, Locations, etc.," as of April 1, 2023

## Products with Easy Procedures and Smaller Coverage Amounts

The Company provides simple and easy-to-understand products (with easy procedures and smaller coverage amounts) and services, focusing on endowment insurance and whole life insurance, through the nationwide network of post offices.

No examination by physician is required (no medical examination) when applying for enrollment

Customers can enroll by reporting health status (with a declaration form)

No occupational restrictions

## Customer Feedback

▶ [Customer Feedback \(Gratitude and Compliments\) \(Annual Report 2025 P.86\)](#)



# Materiality

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# Materiality (Important Issues)

## Basic Concept

To fulfill our social mission of protecting our customers' lives by providing life insurance product, we position the provision of insurance services through post offices, branches, and the Retail Service Division as our primary materiality (important issues). We also conduct sustainable business operations that take people's health, diversity, human rights, and the environment into account.

In identifying this materiality, we have used SDGs as a basis. In addition, since the main initiatives in the Medium-Term Management Plan (FY2021 - FY2025) are deeply connected to this materiality, by addressing this, we aim to achieve SDGs as well as sustainable growth.

## Review of Materiality

In light of various changes since the previous formulation of our materiality (March 2021), such as those in the external environment, we recognized a need to update our materiality and reviewed it in March 2024.

- Changes in our external environment: Growing interest in human rights, human capital, and biodiversity
- Changes in our internal environment: Approximately 10,000 consultants now belong to the Company as part of our new Japan Post Insurance sales system (since April 2022)

Materiality	Goals of Achieving SDGs	Major initiatives
<p><b>1</b> Provide insurance products and services through the network of post offices, etc.</p>		<ul style="list-style-type: none"> <li>• Provide basic protection and services through the network of community-based post office</li> <li>• Integrate the network of post offices and digital contact points through DX promotion</li> <li>• Develop products that respond to the protection needs of all generations, etc</li> </ul>
<p><b>2</b> Deploy solutions to improve well-being and protect smiles and health</p>		<ul style="list-style-type: none"> <li>• Popularize "Radio-Taiso"</li> <li>• Provide health promotion services via smartphone applications</li> <li>• Promote sustainable investment, etc</li> </ul>
<p><b>3</b> Contribute to the development of safe, secure, and comfortable communities and a society where diversity and human rights are respected</p>		<ul style="list-style-type: none"> <li>• Initiatives to realize a society that respects human rights (human rights due diligence initiatives, etc.)</li> <li>• Support for wheelchair tennis and social contribution activities at the local level</li> <li>• Promote sustainable investment, etc.</li> </ul>
<p><b>4</b> Contribute to environmental conservation that nurtures abundant nature</p>		<ul style="list-style-type: none"> <li>• Climate change initiatives</li> <li>• Initiatives related to biodiversity and natural capital</li> <li>• Promote sustainable investment, etc</li> </ul>
<p><b>5</b> Build a foundation to support sustainability management</p>		<ul style="list-style-type: none"> <li>• Promote human capital management</li> <li>• Thorough compliance</li> <li>• Strengthen corporate governance, etc</li> </ul>

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### Achieving SDGs

The SDGs (Sustainable Development Goals) are universal goals adopted by the United Nations General Assembly in September 2015 with the aim of ending poverty and pursuing a sustainable future.

It outlines 17 goals and 169 specific targets to achieve, to solve global issues by 2030.

Based on our management philosophy, "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being." we will also contribute to achieving SDGs by solving social issues through our business activities.

## SUSTAINABLE DEVELOPMENT GOALS



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# Materiality Identification Process

Along with the formulation of the Medium-Term Management Plan (FY2021 - FY2025), we have reviewed our materiality based on what we aim to achieve.

## Identification Process

### STEP 1 Extracting social issues

From the 169 specific targets for achieving the 17 goals of the SDGs, we have extracted social issues for the Company, which runs a life insurance business. (Colored items are those that were added in this review.)



1.4 Provision of life insurance products and services	3.3 Contribution to the prevention of the spread of infectious diseases	3.4, 3.8, and 3.a Health promotion and health management	3.6 Reduction of traffic accidents
4.3 Support for enabling children to receive appropriate education	4.4 Human resource development	4.7 Health and financial literacy	5.1 Elimination of gender discrimination
5.4 Support for balancing work with childcare and nursing care	5.5 Increasing the ratio of female managers	5.b Promotion of telework	5.c Support for women's advancement
6.6 Activities to protect clean water and water-related ecosystems	7.2, 7.3, and 7.a Practical use of renewable energy	8.5 Corporate culture reform and work style reform	8.7 Prohibition of child labor (labor that interferes with compulsory education, etc.)
8.8 Promotion of employment of people with disabilities	8.8 Safe and secure working environment where employees can work comfortably	8.10 Designing an environment where products and services are easy to access	9.4 Efforts to reduce CO <sub>2</sub> emissions
9.5 Promotion of innovation, research, and study	10.2 Promotion of diversity	10.3 Promotion of efforts to respect human rights	11.1 and 11.5 Contribution to the local community
11.6 and 12.5 Recycling of resources and proper disposal of waste	12.6 Publication and disclosure of sustainability initiatives	13.2 and 13.3 Addressing global warming and other climate change issues	14.1 and 14.2 Activities to protect clean oceans and marine ecosystems
15.1 and 15.4 Activities to protect nature and ecosystems	16.3 Ensuring compliance	16.4 Elimination of money laundering, etc.	16.4 Elimination of antisocial forces
16.5 Preventing misconduct such as bribery and embezzlement	16.7 Corporate governance for sound management	16.b Elimination of discrimination	17.16 Promotion of sustainable investment

Click on the image to open the zoom-in version in a new window.

(\*) The number assigned to each social issue is the one for the 169 targets of the related SDGs.



## STEP 2 Identifying materiality

We identified high-priority social issues by prioritizing social issues extracted in STEP 1 based on the two standards: "importance for us (strategic importance)" and "expectations from stakeholders."

### 【Importance for us (strategic importance)】

Selected based on our management philosophy, social mission (purpose), and the basic policies of the Medium-Term Management Plan (FY2021 - FY2025)

### 【Expectations from stakeholders】

Selected based on opinions received from stakeholders, such as customers, investors, employees and local communities, and the international community (see the next table)

[Reference] Process of identifying expectations from stakeholders

Stakeholders	Identification process
Society	Reviewed government and industry guidelines and additional elements of evaluation (questionnaire) items related to third-party assessors and SDGs
Shareholders and investors	Reviewed expectations of the Company from comments received during shareholder relations activities
Customers	Reviewed requests, comments, etc. to the Company from customers based on the voices of customers
Employees	Conducted employee questionnaires to confirm the social issues for the Company to prioritize



As a result, we have identified the following as high-priority social issues.

1.4 Provision of life insurance products and services	3.3 Contribution to the prevention of the spread of infectious diseases	3.4, 3.8, and 3.a Health promotion and health management	4.4 Human resource development
5.4 Support for balancing work with childcare and nursing care	5.c Support for women's advancement	8.5 Corporate culture reform and work style reform	8.8 Promotion of employment of people with disabilities
8.8 Safe and secure working environment where employees can work comfortably	8.10 Designing an environment where products and services are easy to access	9.4 Efforts to reduce CO <sub>2</sub> emissions	9.5 Promotion of innovation, research, and study
10.2 Promotion of diversity	10.3 Promotion of respect for human rights	11.1 and 11.5 Contribution to the local community	13.2 and 13.3 Addressing global warming and other climate change issues
15.1 and 15.4 Activities to protect nature and ecosystems	16.3 Ensuring compliance	16.7 Corporate governance for sound management	17.16 Promotion of sustainable investment



### STEP 3 Determining materialities

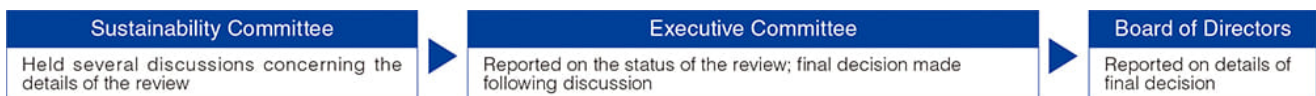
We organized the high-priority social issues identified in STEP 2 into the following five materiality items, discussed and determined them at the Sustainability Committee and Executive Committee, and reported them to the Board of Directors. We also set KPIs for monitoring the progress of each materiality.

	Materiality	The High-Priority Social Issues Identified in STEP 2		Goals of Achieving SDGs
Issues related to business ↑	1 Provide insurance products and services through the network of post offices, etc.	1.4 Provision of life insurance products and services	8.10 Designing an environment where products and services are easy to access	
		9.5 Promotion of innovation, research, and study		
	2 Deploy solutions to improve well-being and protect smiles and health	3.3 Contribution to the prevention of the spread of infectious diseases	3.4, 3.8, and 3.a Health promotion and health management	
		17.16 Promotion of sustainable investment		
	3 Contribute to the development of safe, secure, and comfortable communities and a society where diversity and human rights are respected	10.3 Promotion of respect for human rights	11.1 and 11.5 Contribution to the local community	
17.16 Promotion of sustainable investment				
4 Contribute to environmental conservation that nurtures abundant nature	9.4 Efforts to reduce CO <sub>2</sub> emissions	13.2 and 13.3 Addressing global warming and other climate change issues		
	15.1 and 15.4 Activities to protect nature and ecosystems	17.16 Promotion of sustainable investment		
↓ Issues related to business infrastructure	5 Build a foundation to support sustainability management	4.4 Human resource development	5.4 Support for balancing work with childcare and nursing care	
		5.c Support for women's advancement	8.5 Corporate culture reform and work style reform	
		8.8 Promotion of employment of people with disabilities	8.8 Safe and secure working environment where employees can work comfortably	
		10.2 Promotion of diversity	16.3 Ensuring compliance	
		16.7 Corporate governance for sound management		

Click on the image to open the zoom-in version in a new window.

(\*) The 17-color wheel means that the promotion of sustainable investment is related to all 17 goals of the SDGs.

#### [Reference] Internal decision process



In addition to the above, we also sought opinions at an internal meeting of external experts to consider further revisions.



# Status of Our Sustainability Promotion Measures

The Company is promoting the following initiatives for our five materiality items (important issues), setting related targets, and managing their progress.

Materiality	Major Initiatives	KPIs	Progress of KPIs				FY2024 Evaluation and Future Policies	
			FY2022	FY2023	FY2024	FY2025 Targets (Based on Medium-Term Management Plan)		
1	<ul style="list-style-type: none"> <li>Provide basic protection and services through the network of community-based post offices</li> <li>Integrate the network of post offices and digital contact points through the promotion of DX</li> <li>Improve products to meet the protection needs of all generations, etc.</li> </ul>	Number of policies in force (individual insurance) Customer satisfaction NPS® (2024)	20.98 mn policies 79% (Reference) (55.1) (10th/13 companies)	19.70 mn policies 83% (Reference) (56.1) (13th/13 companies)	18.81 mn policies 84% (Reference) (54.0) (10th/13 companies)	More than 18.50 mn policies 90% One of the highest in the industry	<ul style="list-style-type: none"> <li>Although initiatives to retain and expand our customer base have slowed the pace of decline in the number of policies in force, we expect to fall short of the FY2025 target level. We will aim for an early bottoming out and upturn.</li> <li>Both customer satisfaction and NPS® improved compared to the previous fiscal year.</li> <li>We will continue to increase contact points with customers through both face-to-face and digital means and pursue activities to consistently provide peace of mind to our customers in all aspects.</li> </ul>	
2	<ul style="list-style-type: none"> <li>Deploy solutions to improve well-being and protect smiles and health</li> </ul>	Radio-Taiso performance rate Number and total amount of Impact "K" Project certified funds (Related to Materiality 3 and 4 as well)	24.0% 3 funds ¥11.75 bn	24.0% 6 funds ¥22.55 bn	23.8% 9 funds ¥27.9 bn	25% 15 funds ¥50.0 bn	<ul style="list-style-type: none"> <li>Although there was a slight decrease from the previous fiscal year, FY2024 mid-year survey showed that we surpassed 25% for the first time.</li> <li>We will continue to aim to increase the performance rate by expanding opportunities to conduct Radio-Taiso.</li> <li>We have been steadily building a diverse investment portfolio comprising not only private equity funds, but also domestic listed equity funds, which have the potential to generate bigger impacts, and academic-industrial collaboration funds, which invest in university startups. We will continue to promote these initiatives going forward.</li> </ul>	
3	<ul style="list-style-type: none"> <li>Contribute to the development of safe, secure, and comfortable communities and a society where diversity and human rights are respected</li> </ul>	Initiatives to realize a society that respects human rights (human rights due diligence initiatives, etc.) Support for wheelchair tennis and social contribution activities at the local level Promote sustainable investment, etc.	Implementing social contribution activities	Implemented community contribution activities at the local level (participation in volunteer cleanup and blood donation) and sponsored wheelchair tennis and other activities.			<ul style="list-style-type: none"> <li>Implemented community contribution activities at the local level, sponsored parasports such as wheelchair tennis and bocce, and provided financial education for elementary school students. We will continue these community contribution activities going forward.</li> </ul>	
4	<ul style="list-style-type: none"> <li>Contribute to environmental conservation that nurtures abundant nature</li> </ul>	Climate change initiatives Initiatives related to biodiversity and natural capital Promote sustainable investment, etc.	Greenhouse gas emissions (Scope 1, 2) (compared to FY2019) Reduced by approx. 34%	Reduced by approx. 32%	Under calculation	Reduced by 46% (FY2030)	<ul style="list-style-type: none"> <li>Emissions from vehicles in FY2023 slightly increased due to an increase in sales activities.</li> <li>We will work with other Group companies to convert electricity used at the post offices we occupy to renewable energy in an aim to achieve this target.</li> </ul>	
5	<ul style="list-style-type: none"> <li>Build a foundation to support sustainability management</li> </ul>	Promote human capital management Thorough compliance Strengthen corporate governance, etc.	ES survey results Ratio of women managers at the head office (beginning of the following fiscal year) Rate of taking childcare leave Ratio of employees with disabilities (for the entire Japan Post Group) Implementation of initiatives based on the Compliance Program	C 15.5% Men: 96.9% Women: 100%	CC 15.0% 100% for both men and women	CCC 15.0% 100% for both men and women	B 30% (Beginning of FY2031) 100% for both men and women 3.0%	<ul style="list-style-type: none"> <li>Employee engagement steadily improved due to increased employee expectations and confidence in the future thanks to ongoing efforts in various communication measures.</li> <li>We will continue to create an environment where employees can work with vigor and satisfaction.</li> <li>While the ratio has not changed from the previous year, the number of women managers increased compared to the previous fiscal year.</li> <li>Going forward, we will continue to implement systematic development through various training programs for employees who are expected to become managers in the future.</li> <li>Since FY2023, it has become compulsory to take paid childcare leave. In FY2024, as in FY2023, the rate of taking paid childcare leave reached 100% among eligible men and women.</li> <li>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. As a result of addressing this issue, the average number of childcare leave days taken by men has also been increasing.</li> <li>Steady progress has been made throughout the Japan Post Group.</li> <li>We will continue efforts to support the retention of employees with disabilities in the workplace and to create new fields of employment.</li> <li>We promoted initiatives in line with our Compliance Program.</li> <li>Given that strengthening the management scheme for agencies in response to the incidents of improper handling of private financial information within the Japan Post Group is a key issue, we will reinforce related initiatives in FY2025.</li> </ul>

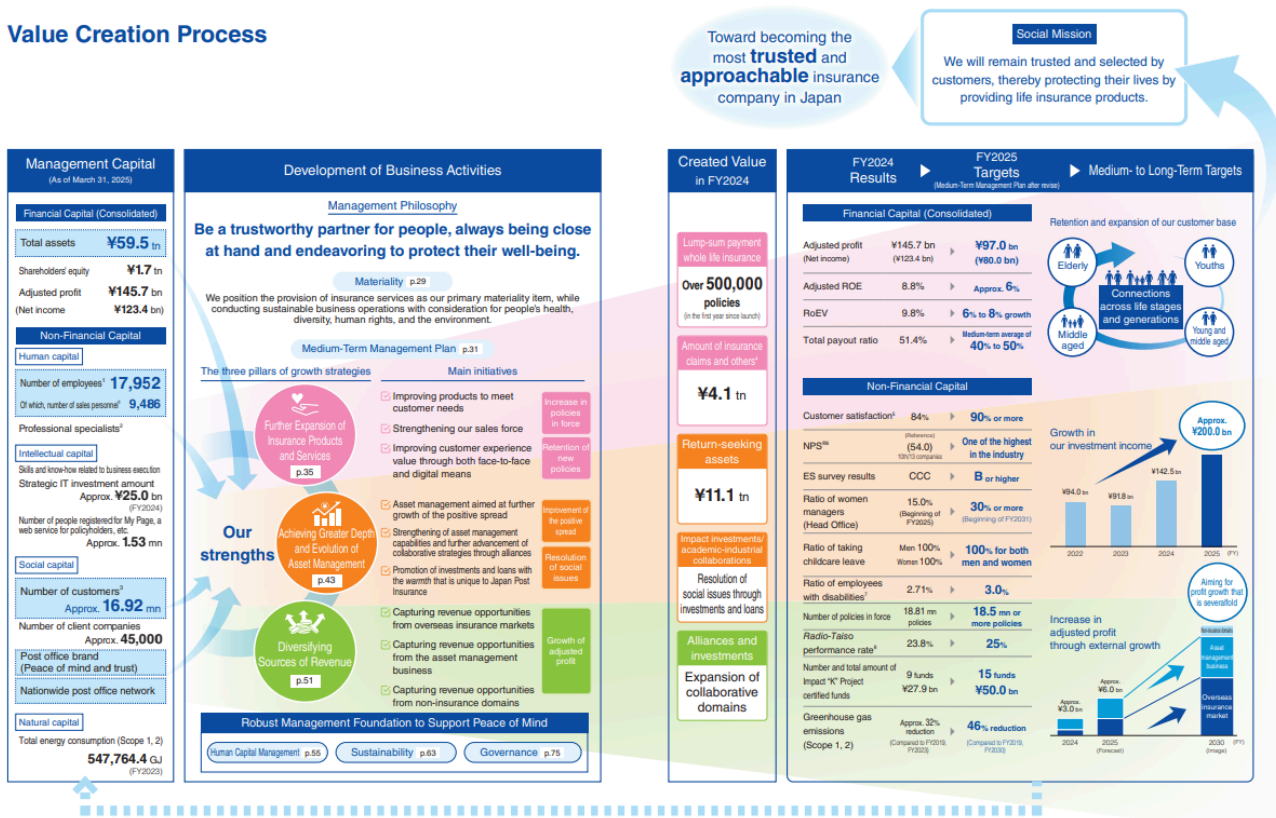
Click on the image to open the zoom-in version in a new window.

Note: The figures and rankings listed for reference are based on "NPS® Benchmark Study, Life Insurance Division (2022 - 2024)" by NTTCom Online Marketing Solutions.

# Value Creation Process

We have conducted business activities by effectively utilizing the management resources we have accumulated since our founding. To meet the expectations of our customers and other stakeholders, we aim to enhance our corporate value and fulfill our social mission to become the most trusted and approachable insurance company in Japan.

## Value Creation Process



Click on the image to open the zoom-in version in a new window.

### Notes:

- Number of employees (including those seconded from other companies to Japan Post Insurance, but excluding those seconded from Japan Post Insurance to other companies).
- Employees specializing in either actuary, asset management and risk management, or IT and digital fields.
- The number of customers is the sum of policyholders and insured persons (including individual insurance and individual annuities, as well as Postal Life Insurance Policies reinsured by us from the Management Network).
- The amount of insurance claims and others is the sum of insurance claims, annuity payments, and benefits. Includes payments for Postal Life Insurance Policies reinsured by us from the Management Network.
- The total percentage of customers who responded as "satisfied" or "somewhat satisfied" on a five-point scale for customer satisfaction.



6. NPS<sup>®</sup> is an abbreviation for "Net Promoter Score" and a registered trademark of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc. Values and order shown for reference are sourced from "NPS<sup>®</sup> Benchmark Study, Life Insurance Division (2024)" by NTTCom Online Marketing Solutions.
7. Total for all six companies of the Japan Post Group as of June 1 of each fiscal year.
8. Radio-Taiso performance rate refers to the percentage of respondents who answered that they do Radio-Taiso at least once a year among those who answered that they know what Radio-Taiso is in the regular online survey (of 2,400 men and women aged between 20 and 69) conducted by the Company.

▸ [Materiality\\_\(Important Issues\)](#)



# Environment

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## Basic Concept

We are actively working to contribute to environmental conservation, which is included in one of the Company's management policies alongside "We actively contribute to health promotion, environmental protection, and the development of local communities and society as a whole."

We recognize that addressing global environmental issues such as climate change is an important issue for financial institutions. We will fulfill our social responsibility by working to resolve these issues through our corporate activities.

### Japan Post Insurance Co., Ltd. Basic Environmental Declaration

#### I Basic Principles

Japan Post Insurance Co., Ltd. is looking towards the future with its customers and taking social responsibility in providing peace of mind by protecting the earth and the local environment as "Japan's most familiar and trusted insurance company." We are taking active and sustainable initiatives in environmental conservation activities.

#### II Basic Policies

1. We strive to adhere to all environmental laws and regulations, ordinances and various agreements as well as to prevent environmental pollution.
2. We will establish an environmental management system, set goals and aims of environmental initiatives and systematically carry them out. We also plan to construct a framework to regularly review these goals and aims along with making improvements to our environmental management system on an ongoing basis.
3. We will promote initiatives towards environmental conservation and achievement of a recycling-oriented society by actively implementing global warming measures (reduction of CO<sub>2</sub> emission through energy saving), contributing to the growth of forests (reducing paper usage and green purchase), recycling natural resources, and participating in social contribution activities, etc.
4. We will make efforts in raising awareness of environmental issues by promoting educational activities and trainings concerning these issues.
5. We will actively participate in and provide support for initiatives involving local environmental conservation as a company which offers peace of mind through our life insurance business within the community.
6. We will raise our own awareness and deepen our understanding towards the environment in response to these environmental policies and will announce them to the public.

## Promotion System (Environmental Management System)

To tackle global environmental issues such as climate change, we have established the Sustainability Committee as a specialized committee and built a system to promote this. The Sustainability Committee reviews and discusses setting targets and progress of environmental initiatives, such as reducing greenhouse gas emissions, and reports to the Executive Committee.

▸ [Sustainability Promotion System](#)



## Environmental Considerations with Corporate Activities

We conduct our corporate activities in consideration of the environment in a variety of ways.

### Initiatives to Reduce CO<sub>2</sub> Emissions

To achieve the long-term target of the Paris Agreement, we will reduce greenhouse gas emissions (CO<sub>2</sub> 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.

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.

With regard to efforts to reduce energy usage through improvements in the operation of lighting and air conditioning equipment, and the installation of energy-saving equipment.

Moreover, as an institutional investor that manages funds contributed by customers as insurance premiums, we measure the greenhouse gas emissions from our investment portfolio. We aim for carbon neutrality by 2050, and we are working towards a 50% reduction in greenhouse gas emissions from FY2020 levels by the fiscal year ending March 31, 2030, as an interim target.

### Energy Conservation and Use of Renewable Energy in Offices

In our offices, we are working to reduce energy consumption by improving the operation of lighting and air conditioning systems and introducing energy-saving equipment.

Several of our office locations use electricity generated from renewable energy sources, thereby contributing to the reduction of CO<sub>2</sub> emissions.

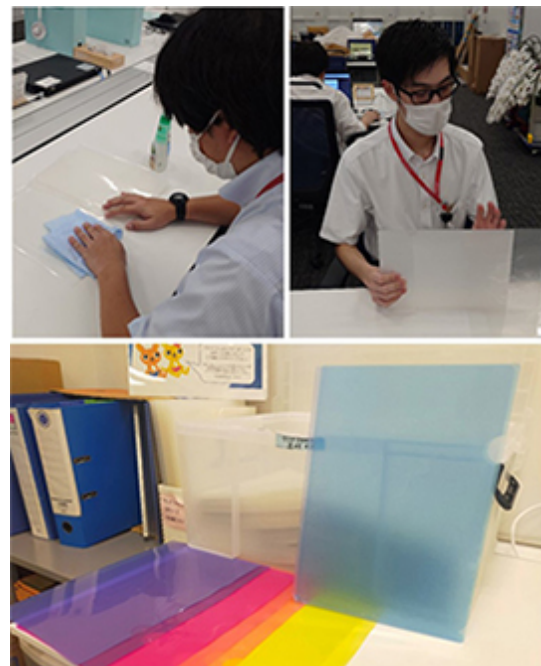


## Initiatives for Issues of Plastics

In response to the global issue of plastic waste, our company is working on reducing the use of plastic products, as well as their reuse and recycling. We are also in support of the "Plastic Smart" campaign led by the Ministry of the Environment. These efforts are part of our initiatives to address the challenges of plastics and promote the de-plasticization in our corporate activities.



Envelopes for storing important documents switched from plastic to paper



Collection and cleaning of clear files by employees with disabilities



Okinawa Area Office Beach Clean-Up Activity (FY2024)



Fukui Branch Coastal Clean-Up Volunteer (FY2024)



## Efforts to Reduce Paper Consumption (Going Paperless)

We strive to reduce CO<sub>2</sub> emissions by reducing the amount of paper used towards a paperless workplace.

### 【Main initiatives to reduce paper consumption (going paperless)】

- Provision of notices from the Company (Notice of Policy Details, etc.) through My Page instead of by mail
- Electronic issuance of premium payment certificates
- Provision of the Contract Guidelines and Policy Conditions in PDF format on our website in addition to the printed version
- Encouragement of a reduction of copier paper, and digitization of various office forms

## Supporting Environmental Conservation Activities

### [Support for forest conservation]

We make donations to support forestation activities conducted by citizens' groups and other organizations to revitalize forests and lead to efforts to increase greenery.



### [Support for biodiversity conservation]

The Company has been making financial contributions to activities to help protect wild birds in the form of initiatives to protect species and restore natural capital.



▸ [Donation results for environmental conservation activities \(ESG data\)](#)



## Location Based Initiatives

We conduct volunteer activities for environmental conservation at Japan Post Insurance bases throughout Japan.



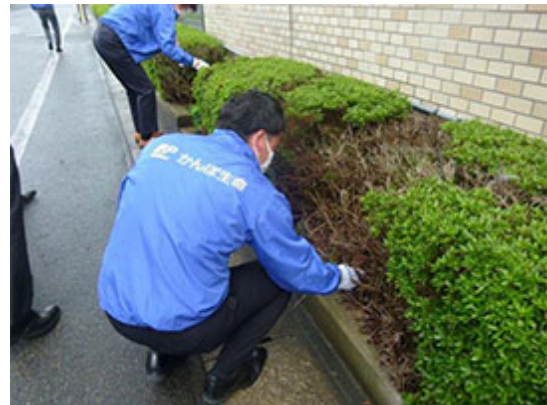
Tokushima Branch



Yamaguchi Branch



Aomori Branch



Yamagata Branch

## Procurement Activities

In accordance with the Japan Post Group CSR Procurement Guidelines, we conduct our procurement activities in consideration of global and regional environmental conservation and the effective use of resources.

▸ [Supply Chain Management](#)



## Contribute to Policies Related to Climate Change and Engagement with Government, etc.

We recognize that in order to achieve the long-term target of the Paris Agreement, government policies on climate change must be strengthened. We are committed to achieving this through our contributions to environmental policies and engagement with governments and others through initiatives and other means.

In addition, as an institutional investor, we emphasize the importance of promoting sustainable investments and actively engage in expressing our opinions and advocating with policymakers through initiatives and other means, as stated in our Sustainable Investment Policy.

### Supporting Government Policies Related to Climate Change

We support the Japanese government's laws regarding the promotion of global warming countermeasures, such as the "Act on Promotion of Global Warming Countermeasures" and the "Act on the rationalization of energy use and conversion to non-fossil energy".

### Support for JCI Message

We support the message from the Climate Change Initiative (JCI) released in April 2023, titled "Overcoming Two Crises with Renewable Energy and Carbon Pricing".

JCI is a network aiming for a decarbonized society, and we have been participating since 2021. This JCI message calls on the Japanese government to accelerate the introduction of renewable energy and for the introduction of a carbon pricing system that will see tangible outcomes earlier than currently planned. We support this message because these are critical themes for realizing a decarbonized society.

▶ [JCI Message](#)

▶ [External Evaluation and Support for Initiatives](#)

## Fluorocarbons Management

In accordance with the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act), we properly manage the equipment that is subject to control.



## Employee's Initiatives Based on our Guidebook

We have compiled a guidebook which includes specific energy saving initiatives to promote basic energy saving activities across the entire company. All employees are making efforts to reduce CO<sub>2</sub> emissions and copy paper usage by implementing the energy saving initiatives listed in this guidebook.

### Main Initiatives Listed in the Guidebook

- Turn off lights in areas that do not interfere with work
- Reduce the operating hours of air conditioners
- Turn off the main power of unused office equipment
- Print on both sides of the paper and reduce the size, when possible

## Investment Activities

We invest with an emphasis on contribution to environmental conservation as a priority topic for Sustainable investment.

We aim for carbon neutrality by 2050, and we are working towards a 50% reduction in greenhouse gas emissions from FY2020 levels by the fiscal year ending March 31, 2030, as an interim target.

▸ [Priority Initiative Themes of Sustainable Investments](#)

## Japan Post Group Initiatives

### JP Children's Tree-Planting Campaign

Since 2008, the Japan Post Group has endorsed the NPO "Children's Tree-Planting Promotion Network." Under the name of "JP Children's Tree-Planting Campaign," we have supported forestation experience activities for children in nursery schools, kindergartens, and schools nationwide. Since 2012, we have conducted "Tohoku Regeneration Green Wave" to express our hope for the recovery of greenery in Tohoku, which was devastated by the Great East Japan Earthquake.

▸ [Tohoku Regeneration Green Wave](#)



## Initiatives for Climate Change

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

We recognize that climate change issues pose both risks and opportunities for the company, and that we need to address them company-wide. As one of the basic policies of our Medium-Term Management Plan, we have set the promotion of ESG management (contribution to solving social issues) and are working to solve social issues related to sustainability, including climate change issues.

Going forward, we will further promote our existing initiatives related to climate change and work on further information disclosure.

### Recommended Disclosure Items for TCFD Recommendations

Governance	Disclose the organization's governance around climate-related risks and opportunities.
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.
Risk management	Disclose how the organization identifies, assesses, and manages climate-related risks.
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

(Source) Final Report: Recommendations from the Task Force on Climate-related Financial Disclosures, TCFD



Governance



Strategy



Risk Management



Metrics and Targets



## Governance

At the Company, the Sustainability Committee, chaired by the Executive Officer in charge of the Sustainability Promotion Department, and the Risk Management Committee, chaired by the Chief Risk Officer (CRO), review and discuss various issues related to climate change.

The status of examinations and discussions is reported to the Executive Committee, and particularly important issues are discussed at the Executive Committee and decided by the President, CEO, Representative Executive Officer. In addition, reports are made to the Board of Directors on a regular basis, and a framework has been established in which the Board of Directors appropriately monitors the status of climate change response and, as necessary, supervises related policies, targets, strategies, and plans.

Notably, for performance-linked stock compensation for executives, we have set the degree of achievement of ESG indicators as a metric and set targets such as the implementation status of GHG emissions reduction initiatives.

[Results for FY2025/3 (reports to the Board of Directors)]

- Frequency of reporting to the Board of Directors: Once a year



<Main roles of specialized committees in addressing climate change>

- Formulate medium- to long-term response policies, grasp and analyze status of progress in initiatives
- Strengthen the analysis and management systems of climate-related risks



## Strategy

### Risks and opportunities that climate change poses to our business

We recognize the impact (risks and opportunities) of climate change on the Company in both as a life insurance company and an asset owner, as follows.

#### Life Insurance Company

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

#### Asset Owner

Type	Content	Timeline of impact
Physical Risk	Impaired value of invested assets due to expanding loss incurred by investees upon increased damage from natural disasters, etc.	Short to long term
Transition Risk	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	Short to long term
Opportunity	Expanding green finance market and increasing investment opportunities including investments in renewable energy business (infrastructure)	Short to medium term

(\*1) In identifying the risks and opportunities mentioned above, we disclose risks and opportunities with high degree of impact based on their importance to the Company's business after identifying large and small potential risks.

(\*2) We assume that the timeline of impact will be as follows: short term: 5 years, medium term: 15 years, long term: 30 years.



## Analysis of the impact of climate change on our business

The following scenario analysis was conducted to understand the impact of climate change on our business. We will continue to conduct scenario analysis to improve the accuracy of the analysis, and will take steps toward decarbonization and risk management based on the results of this analysis.

### Analysis of the impact of climate change on the Company's Life Insurance Business

Increase in the number of individuals who suffer from heat stroke due to higher temperature in summer, increase in the number of patients who suffer from tropical infectious diseases due to the expansion of areas where vector mosquitos of infectious disease can be active, etc., and damages to health due to increased and prolonged damage from flooding, etc., can be considered to have an impact on the Company's life insurance business (claims payment) as events that could lead to a significant increase in the amount of claims payment.

In the fiscal year ended March 31, 2025, we conducted a quantitative analysis of the increase in heat stroke deaths and expanding damage of tropical infectious diseases conducted in the last fiscal year. As a result, we confirmed that the increase in claim payments will have a limited impact on our financial soundness, given the extremely small amount compared to the Company's actual death benefit payments and the fact that we are able to make payments from the policy reserves we have built up in preparation for future payments.

We believe that there are many challenges regarding the accuracy and reliability of our analysis of the impact of climate change on the Company's life insurance business, as there are no generally established measurement models and climate change itself has a high degree of uncertainty, such as its occurrence over a long period of time. In the future, we will continue our efforts to understand risks through analysis such as further research, stress testing, etc.

#### (i) Increase in heat-stroke deaths

We have made an estimate projecting an increase in heat stroke deaths in Japan assuming an increase in average temperatures throughout Japan, when the SSP5-8.5\*1 scenario based on the Sixth Assessment Report of IPCC\*2 is applied as the temperature. As a result of analysis by age group, we estimate that insurance claims and other payments will increase by approximately ¥5.0 billion on a cumulative basis from the fiscal year ending March 31, 2032 to the fiscal year ending March 31, 2051, particularly in the elderly age group.

#### (ii) Expanding damage of tropical infectious diseases

Based on an estimate that rising temperatures will cause infectious diseases spread by mosquitoes to be active over larger areas and periods, we analyzed the increase in insurance claims and other payments due to mosquito-borne tropical infectious diseases (dengue fever and malaria). We applied the SSP5-8.5\*1 scenario based on the Sixth Assessment Report of IPCC as the temperature increase and, referring to recent outbreaks of tropical infectious diseases in tropical regions and the sanitary conditions in Japan, assumed that dengue fever would spread in Japan, resulting in hospitalization or death of customers. As a result, assuming that the disaster will occur every year, we calculated that the increase in insurance claims and other payments would be up to around ¥20.0 billion on a cumulative basis over the 20-year period from the fiscal year ending March 31, 2032 to the fiscal year ending March 31, 2051.



(\*1) Intergovernmental Panel on Climate Change, or IPCC, is an intergovernmental organization established in 1988 by the World Meteorological Organization (WMO) and the United Nations Environment Programme (UNEP).

(\*2) The SSP5-8.5 is one of the SSP scenarios. The SSP scenarios are scenarios that combine five shared socioeconomic pathways (1. Sustainability, 2. Middle of the Road, 3. Regional Rivalry, 4. Inequality, and 5. Fossil-fueled Development) with emission scenarios that assume the future concentration of greenhouse and other gases in the atmosphere due to human activities.

## Analysis of the Impact of Climate Change on the Company as an Asset Owner

### (1) NGFS's Climate Scenarios Analysis

We expect that the assets owned by the Company will be affected by changes in the economic environment as we transition to a decarbonized society. We have analyzed how our assets would be affected by these changes by 2050 under several financial market scenarios\*1 and carbon price scenarios published by the Network of Central Banks and Supervisors for Greening the Financial System (NGFS\*2).

We believe that there are many challenges regarding the accuracy and reliability of our analysis of the impact of climate change on the Company's asset management, as there are no generally established measurement models and climate change itself has a high degree of uncertainty, such as its occurrence over a long period of time. In the future, we will continue our efforts to understand risks through analysis such as further research, stress testing, etc.

#### (i) Scenario analysis related to our investment income

We analyzed the impact of climate change on our interest margin under the NGFS scenario (financial market scenario). We used a scenario in which long-term interest rates in Japan and abroad increase moderately, and therefore, we expected an increase in interest gains from our holdings of yen-denominated interest bearing assets such as Japanese government bonds\*3.

#### (ii) Scenario analysis for assets owned by the Company

Under the NGFS scenario (carbon price scenario), we analyzed the decline in the value of securities (the increase in the future carbon cost burden of investee companies). In our portfolio, especially for bonds with long maturities of over 10 years, a certain decline in value was expected\*4. In practice, we believe that the impact on our financial condition will be limited, given the fact that the deterioration in the earnings of investee companies and the decline in their market value will surface gradually and that the assets we own can be sold during the course of our investment.

(\*1) Scenario published in 2022 (scenario model: REMIND-MAgPIE 3.0-4.4). The scenario does not take into account the impact of the recent war in Russia and Ukraine and the resulting energy crisis.

(\*2) Network for Greening the Financial System, or NGFS, is an international network of central banks and financial supervisors to examine financial supervisory responses to climate change risks. The Financial Services Agency and the Bank of Japan joined the network in June 2018 and November 2019, respectively. The scenarios used are: (i) Current Policies scenario in which global warming will progress as a result of no further action on climate change being taken by countries than they are currently implementing (global temperature will rise by more than 3°C), (ii) Net Zero 2050 scenario in which countries will achieve the 2050 carbon neutrality and 1.5°C temperature rise targets in a coordinated and systematic manner; and (iii) Delayed Transition scenario, in which climate change measures are taken rapidly after 2030.



(\*3) This analysis does not take into account increases in business expenses due to factors such as rise in inflation rates.

(\*4) If the dataset necessary for calculation (GHG emissions, etc.) is not available, it is not included in the analysis. The impact of future measures to improve earnings to be taken by investee companies are not taken into account.

**(2) Impact analysis on investment income focusing on key sectors**

We analyzed the impact of 2°C and 4°C scenarios (\*) on the following three sectors: electric utilities, steel, and energy, which were selected as the most important sectors that have a large impact on climate change and in which we have a large amount of investments and loans. As a result, we found that the introduction of a carbon tax, the spread of renewable energy, and other social changes may have a significant impact on the performance and finance of each sector under the 2°C scenario.

We will conduct engagement with investees in these sectors, taking the results of the analysis into full consideration. We will hold dialogues with investees regarding the specific impacts indicated by the analysis and encourage them to take action to improve our investment performance.

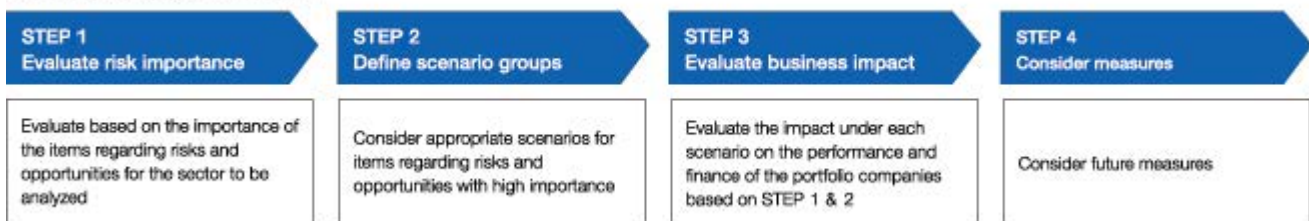
(\*) References are made to scenarios from the IEA "World Energy Outlook," IEA reports, and "Synthesis Report on Observations, Projections, and Impact Assessments of Climate Change (2018): Climate Change and Its Impacts in Japan" from the Ministry of the Environment, et al.

**[Global Perspectives of the World under Each Scenario]**

<p>The World under a 2°C Scenario (if stringent measures or radical system for transition is put in place)</p>	<p>The World with a 4°C Scenario (if no measures are taken to prevent global warming beyond the current level)</p>
<ul style="list-style-type: none"> <li>-Tighter government regulations on climate change will result in high carbon taxes and carbon prices. These additional costs will reduce the demand for fossil fuels.</li> <li>-Expanding the introduction of renewable energy will accelerate decarbonization. There will be additional investment and stranded assets of existing facilities due to the shift to renewable energy. However, the development of technologies and products to reduce environmental impact will progress, and the business portfolios of companies and other organizations will be reorganized.</li> </ul>	<ul style="list-style-type: none"> <li>·Average temperatures will rise significantly, and natural disasters will become more frequent and severe. Physical risks will increase, and the costs of disaster management and infrastructure investment will rise further.</li> <li>·The world is still dependent on fossil fuels. Low carbon taxes and carbon pricing will be introduced in some countries. Demand for fossil fuels will increase steadily, and oil prices will rise. There will be no progress in the development and use of technologies to reduce environment impact. Thermal power generation will continue, and the increase in demand for renewable energy will be limited.</li> </ul>

(Note) The global perspective of the scenario is based on the IEA "World Energy Outlook 2021", etc.

**Scenario Analysis Process**





«STEP 1»Evaluation of the importance of risks and opportunities by key sector

We evaluated the importance of risks and opportunities in three sectors that are important to the Company, based primarily on a survey of literature published by international organizations and other institutions, with assistance of outside experts.

Type	Evaluation Item		Electric Utilities			Energy			Steel		
	Major category	sub-category	Risk	Opportunity	Importance	Risk	Opportunity	Importance	Risk	Opportunity	Importance
Transition Risks	Policy and legal	Carbon Pricing	Introduction and expansion of carbon tax	Spread of renewable energy	Large	Introduction and expansion of carbon tax	Spread of renewable energy	Large	Introduction and expansion of carbon tax	Development of zero-carbon steel technologies	Large
		Carbon emission targets and policies in each country	Upward revision of carbon emission targets	<ul style="list-style-type: none"> <li>Upward revision of carbon emission targets</li> <li>Increase in electrification ratio</li> </ul>	Large	Upward revision of carbon emission targets	—	Medium	Tightening of GHG emission regulations	—	Medium
	Industry/market	Energy mix, etc.	Spread of nuclear and renewable energy	Spread of renewable energy	Large	Spread of renewable energy	—	Large	Decrease in supply and demand of coal	Increase in demand and supply of renewable energy	Large
		Changes in consumer behavior	Shift to low-carbon electricity	Shift to low-carbon electricity	Medium	Shift to low-carbon energy sources	Shift to low-carbon energy sources	Large	Promotion of low carbon in key industries using steel	Increase in demand for steel	Large
	Technology	Spread of low-carbon technologies	Transition to low-carbon technologies	Promotion of the spread of low-carbon technologies	Medium	Transition to low-carbon technologies	Promotion of the spread of low-carbon technologies	Large	<ul style="list-style-type: none"> <li>Decline in utilization rate of existing facilities</li> <li>Development of next-generation technologies that use renewable energy and next-generation fuels</li> </ul>	<ul style="list-style-type: none"> <li>Spread of energy-saving technologies</li> <li>More efficient use of energy through technological evolution</li> </ul>	Large
	Reputation	Reputation among investors	Divestment by investors	Improved assessment	Medium	Divestment by investors	Improved assessment	Medium	Improved appeal of information disclosure	Increase in low-carbon related investments	Small
		Reputation among consumers	Outbreak of boycotts and opposition campaign	—	Medium	Outbreak of opposition campaign and lawsuits	—	Medium	Switch to low-carbon steel	Switch to low-carbon steel	Small
Physical Risks	Chronic	Water shortage and drought	Tightening of water supply and demand	—	Small	Tightening of water supply and demand	—	Medium	—	—	—
		Rise in average temperature	<ul style="list-style-type: none"> <li>Change in utilization rate</li> <li>Decrease in demand for heating due to rising temperature</li> </ul>	Increase in demand for air-conditioning due to rising temperature	Small	Decline in utilization rate and deterioration of the working environment	Increase in demand for air-conditioning due to rising temperature	Small	Deterioration of the working environment due to rising temperature	—	Small
		Rise in sea level	Strengthening storm surge counter-measures	—	Medium	Disaster prevention responses	—	Medium	Inundation damage to the coastal bases due to rising sea level	Increase in demand associated with the establishment of new coastal disaster prevention facilities	Medium
	Acute	Intensification of extreme weather	<ul style="list-style-type: none"> <li>Strengthening disaster prevention responses</li> <li>Occurrence of property damage</li> </ul>	—	Large	<ul style="list-style-type: none"> <li>Strengthening disaster prevention responses</li> <li>Occurrence of property damage</li> </ul>	—	Large	Impact of disasters on bases due to extreme weather	Responses to disasters caused by extreme weather	Large



## «STEP 2, STEP 3» Impact on key sectors

In STEP 2, we assume specific situations under the 2°C scenario and 4°C scenario (\*) for items of risks and opportunities with high importance by key sector identified in STEP 1. In STEP 3, we qualitatively evaluate their impact on the performance and finance of the portfolio companies.

(\*) These scenarios are based on the Scenarios in "World Energy Outlook" of IEA, IEA reports, "Synthesis Report on Observations, Projections and Impact Assessments of Climate Change, 2018, Climate Change in Japan and Its Impacts," Ministry of the Environment and other ministries.

### Sector 1: Electric Utilities

	The World under a 2°C Scenario (if stringent measures or radical system for transition is put in place)	The World under a 4°C Scenario (if no measures are taken to prevent global warming beyond the current level)
Assumptions for the future and their background (possible scenarios)	The government will strengthen its decarbonization policies, and the introduction and expansion of carbon taxes and the spread of renewable energy will be promoted.	Decarbonization policies by the government will be limited, and the introduction and utilization of renewable energy will not be actively promoted. Demand for petroleum will increase with economic growth. On the other hand, there will be frequent disasters such as torrential downpours, river flooding, and storm surge damage.
Impact factors (parameters)	<ul style="list-style-type: none"> <li>Carbon pricing (↑)</li> <li>Carbon emission reduction targets (↑)</li> <li>Percentage of fossil fuels in the energy mix (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Crude oil price (↑)</li> <li>Frequency of floods and typhoons (↑)</li> </ul>
Impact on the performance and finance	<ul style="list-style-type: none"> <li>Increase in sales due to increased demand for renewable energy (↑)</li> <li>Increase in operating costs and assets such as power plants being stranded (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in sales due to increased demand for fossil fuels (↑)</li> <li>Increase in costs of disaster prevention responses for extreme weather (↓)</li> </ul>

### Sector 2: Energy

	The World under a 2°C Scenario (if stringent measures or radical system for transition is put in place)	The World under a 4°C Scenario (if no measures are taken to prevent global warming beyond the current level)
Assumptions for the future and their background (possible scenarios)	The government will strengthen its decarbonization policies, and the introduction and expansion of carbon taxes and the spread of renewable energy will be promoted. In addition, companies are required to develop low-carbon technologies and more companies will utilize them.	Decarbonization policies by the government will be limited, and the introduction and utilization of renewable energy will not be actively promoted. Demand for petroleum will increase with economic growth. On the other hand, there will be frequent disasters such as torrential downpours and river flooding.
Impact factors (parameters)	<ul style="list-style-type: none"> <li>Carbon pricing (↑)</li> <li>Carbon emission reduction targets (↑)</li> <li>Spread of low-carbon technologies (↑)</li> <li>Percentage of fossil fuels in the energy mix (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Crude oil price (↑)</li> <li>Frequency of floods and typhoons (↑)</li> </ul>
Impact on the performance and finance	<ul style="list-style-type: none"> <li>Increase in sales due to increased demand for renewable energy (↑)</li> <li>Increase in operating costs due to the imposition of a carbon tax on electricity itself derived from fossil fuels (↓)</li> <li>Assets held being stranded (↓)</li> <li>Increase in development costs of low-carbon technologies (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in sales due to increased demand for fossil fuels (↑)</li> <li>Increase in costs of disaster prevention responses for extreme weather (↓)</li> </ul>

### Sector 3: Steel

	The World under a 2°C Scenario (if stringent measures or radical system for transition is put in place)	The World under a 4°C Scenario (if no measures are taken to prevent global warming beyond the current level)
Assumptions for the future and their background (possible scenarios)	The government will strengthen its decarbonization policies, and the introduction and expansion of carbon taxes and the spread of renewable energy will be promoted. The spread of alternative fuels and new energy will accelerate and steel manufacturing technologies using hydrogen will become widespread.	Decarbonization policies by the government will be limited, and demand for coal will only decrease to a certain degree. The frequency of typhoons making landfall and their intensity will increase.
Impact factors (parameters)	<ul style="list-style-type: none"> <li>Carbon pricing (↑)</li> <li>Demand for steel (↑)</li> <li>Coal price (↑)</li> <li>Hydrogen supply (↑)</li> <li>Coal supply (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Coal price (↑)</li> <li>Precipitation amount (↑)</li> <li>Frequency of floods and typhoons (↑)</li> <li>Coal supply (↓)</li> </ul>
Impact on the performance and finance	<ul style="list-style-type: none"> <li>Decrease in hydrogen procurement costs with the spread of steel manufacturing technologies using hydrogen (↑)</li> <li>Increase in operating costs due to carbon taxes and increased coal procurement costs (↓)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in coal procurement costs due to increased coal prices used for steel (↓)</li> <li>Increase in costs of disaster prevention responses and decrease in sales due to inability to operate, associated with disasters by extreme weather such as flooding damage to steel manufacturing sites and damage to mining areas. (↓)</li> </ul>

(Note) The arrows (↑/↓) in "Impact factors (parameters)" and "Impact on the performance and finance" indicate the direction of the impact factors or the direction of their impact on the Company's asset value.

Click on the image to open the zoom-in version in a new window.



«STEP 4» Measures

For investee companies in key sectors, we aim to enhance our medium- to long-term asset management results by engaging in constructive dialogue (engagement) that fully takes into account the specific impacts identified in our scenario analysis. Through this engagement, we will confirm the status of investees' response to these specific impacts and encourage decarbonization initiatives.

- [Framework for Sustainable Investments / Investment Examples](#)
- [Stewardship Activities](#)

**(3) Analysis on the impact of carbon cost on investee companies**

Presently, in Japan, the discourse on carbon pricing is progressing through platforms like the GX Implementation Council. As we transition to a decarbonized society, investee companies could be impacted by higher carbon costs as a result of carbon pricing, e.g., the introduction of carbon taxes by national governments. Therefore, with respect to our domestic/overseas equity and corporate bond portfolio, we analyzed the impact of higher carbon costs on the finances of investee companies based on two scenarios.

**(i) Scenarios and Assumptions for Cost of Carbon**

For the scenarios, which represent assumptions about carbon costs, we used the Unpriced Cost of Carbon (UCC) by S&P Trucost. UCC is based on sources such as carbon pricing scenarios from the IEA. Taking account the attributes of the region and sector in which the company operates, and assuming that its greenhouse gas emissions remain constant at the current level, it estimates the additional carbon costs that will be borne by the company at future point in time. For our analysis, we used two scenarios: low carbon price and high carbon price.

Scenarios	
Low carbon price scenario	A scenario in which the countries fully implement their Nationally Determined Contributions (NDCs) under the Paris Agreement.
High carbon price scenario	A scenario in which temperature change in 2100 is below 2°C, consistent with the Paris Agreement, through appropriate policy implementation by national governments.

**(ii) Analysis Results**

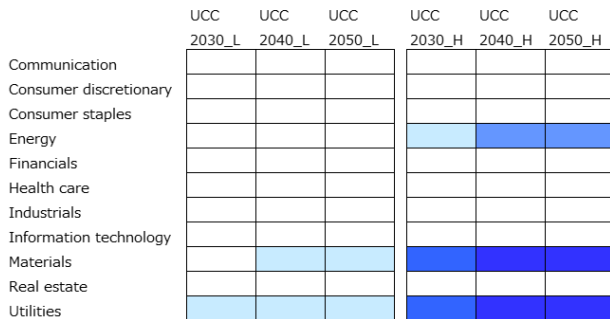
Using EBITDA (earnings before interest, tax, depreciation, and amortization) as a corporate financial indicator, we calculated the ratio between UCC and EBITDA for each asset class and each sector in 2030, 2040, and 2050. When this ratio is higher, it suggests that the company's financial situation is more fragile. The colored areas of the chart indicate that UCC is 25% or more of EBITDA, and the darker the color, the higher the ratio is.

For all asset classes, carbon costs have a big impact on the finances of companies in three sectors: energy, materials, and utilities. In particular, it can be inferred that under the high carbon

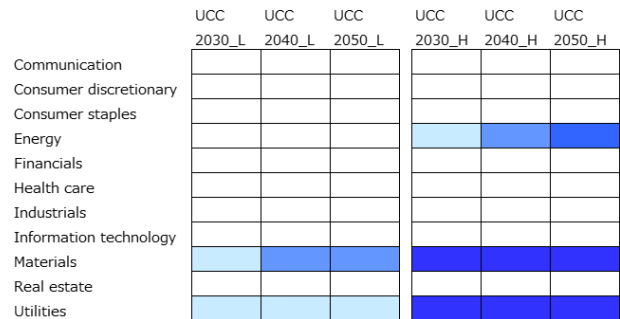


price scenario (H), which assumes that aggressive policies will be implemented to promote decarbonization, the financial risks in these sectors could be high.

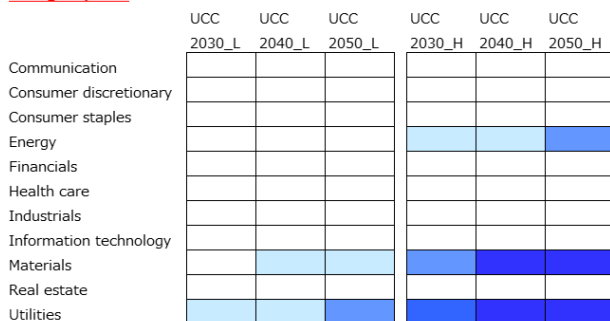
**Domestic equities**



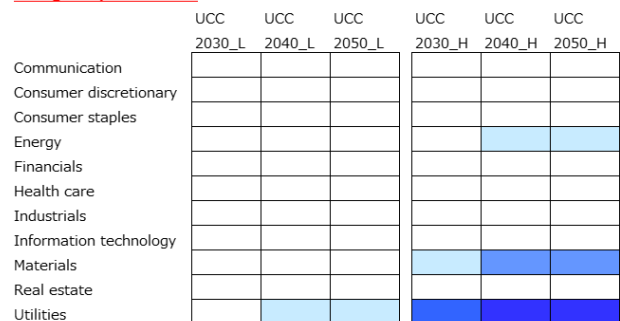
**Domestic corporate bonds**



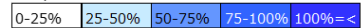
**Foreign equities**



**Foreign corporate bonds**



UCC/EBITDA ratio



Source: ©2023, S&P Trucost Limited, Japan Post Insurance

**(iii) Our Plan**

We will continue, through our engagement activities, to encourage companies, especially ones in these sectors where the potential financial impact is significant, to transition to decarbonization, and by supplying funds for a broad range of corporate decarbonization activities, we will endeavor to mitigate the climate risk of our portfolio.

(\* ) Note that this analysis employs simplified simulations that are calculated using current EBITDA and GHG emissions and based on assumed carbon costs. It does not take into account variable factors such as future changes in the economy and business environment or policy responses, and the financial impact on investees could be significantly different as a result.



## Decarbonization initiatives

We will implement initiatives related to the transition to a low-carbon society as an operating company and an institutional investor to achieve carbon neutrality and enhance the resilience of our business.

### Initiatives as an operating company

To reduce GHG emissions from our business operations, we are promoting environmental conservation efforts with our facilities and vehicles, and by employees.

- Energy conservation and use of renewable energy in facilities and vehicles

In our offices, we are working to reduce energy consumption by improving the operation of lighting and air conditioning systems and introducing energysaving equipment. Our locations, Otemachi Place Tower and some other offices, use electricity generated from renewable energy sources, thereby contributing to the reduction of CO<sub>2</sub> emissions. We are also striving to reduce CO<sub>2</sub> emissions by gradually introducing eco-friendly vehicles such as hybrid vehicles to the fleet of those used in our operations.



- [Environmental Considerations with Corporate Activities](#)

### Initiatives as an institutional investor

We have clarified our basic concept on climate change in our Sustainable Investment Policy and are taking the following actions in order to promote the decarbonization of our investment portfolio.

- Implementation of ESG integration

We have introduced ESG integration, in which sustainability factors are considered in addition to financial information when making investment decisions for all assets under management. For sectors with particularly high GHG emissions, we comprehensively evaluate the status of the investee's efforts to address climate change and incorporate this into our decision-making process when making investments and loans. With regard to negative screening, which excludes specific sectors from the scope of investment, we do not invest in new domestic or foreign project finance related to coal-fired power generation, which has high GHG emissions and is feared to have an impact on climate change.

- Implementation of stewardship activities

We place a high priority on addressing climate change in our Stewardship Activities Policy.

- Engagement with investees

In addition to domestic equities and domestic corporate bonds, we also engage in dialogue on climate change initiatives with respect to other assets under our management, taking into account the characteristics of each asset. We also participate in engagement initiatives and actively engage in collaborative engagement.



Guidelines for electrical power sector

The emission intensity (g-CO<sub>2</sub>/KWh) standard that the electrical power sector should aim for by 2030 is as follows:

195 to 270 g-CO<sub>2</sub>/kWh

This standard was formulated based on the Net Zero Emissions by 2050 scenario (NZE scenario) and the Announced Pledges scenario (APS scenario) set out in the World Energy Outlook 2024 release by the International Energy Agency (IEA). The standard that we use will be revised accordingly in response to any changes in the external environment or updates to the aforementioned scenarios.

If the situation does not improve despite ongoing dialogue, we will consider escalation.

- Response through shareholder voting

Our Policy on Exercise of Shareholder Voting Rights state that, in principle, we will oppose the election of internal and outside directors and auditors who are deemed responsible for events that have a serious impact on the environment. In addition, we judge shareholder proposals on environmental issues from the perspective of maximizing long-term shareholder profits and the degree of environmental impact.

▸ [Policy on Stewardship Activities](#)

▸ [External Evaluation and Support for Initiatives](#)

▸ [Standards for the Exercise of Shareholder Voting Rights \(in Japanese\)](#)

● **Measurement and management of GHG emissions from the investment portfolio**

We measure the GHG emissions of our investment portfolio annually. Based on the results of this analysis, we manage our investment portfolio to achieve our GHG emissions reduction targets.

● **Promoting investments that contribute to the decarbonization of society**

We are actively making investments that contribute to the decarbonization of society to promote the decarbonization of society. In addition to providing funds to the green finance market, we are actively pursuing investments in renewable energy.

Major investment examples

Since January 2017	Investment in solar power generation and other renewable energy projects (project finance)
May 2019	Investment in a Climate Awareness Bond
January & May 2021	Investment in a green bond to support green recovery (realization of a sustainable society after the COVID-19 crisis)
July 2021	Investment in a transition bond to support efforts to reduce greenhouse gas emissions



## Adaptation for climate change impacts

### ●BCP Response

We have formulated a business continuity plan (BCP) in preparation for the occurrence of a large-scale disaster, including initial responses in the event of a disaster and a plan to continue business activities at another site in the event that the functions of an important site are suspended. In addition, we assess the risk level of our business sites and business areas based on hazard maps, etc., and formulate response plans and conduct drills as appropriate for sites located in areas that are particularly vulnerable to flood damage.

## Risk Management

The Company has established a system to identify and assess climate change risks on a company-wide basis (\*), with the Sustainability Promotion Department in charge of risk assessment and the Risk Management Department in charge of overall risk management, and reports the results to the Risk Management Committee. Going forward, we will continue to identify and assess climate change risks at least once a year, continue and upgrade scenario analyses, and sophisticate a climate change risk management system. These results were also reported to the Sustainability Committee as part of our efforts to address climate change.

(\*) The identification and assessment of climate change risks covers all risk categories managed by the Company and takes into account upstream and downstream activities in addition to our own business operations.

## Metrics and Targets

### Metrics and Targets as an Operating Company

We have set the following greenhouse gas emissions (GHG emissions) reduction targets for Scope 1 (direct emissions from the company) and Scope 2 (emissions associated with the use of electricity and other resources supplied by other companies) (excluding increases due to new business), and are working toward achieving carbon neutrality. So far, we have reduced emissions by 33.6% as of the end of FY2024 through the use of electricity generated from renewable energy sources at large facilities occupied by the Company.

Targets:  
 <FY2031/3>  
 Reduce 46% compared to FY2020/3  
 <FY2051/3>  
 Aim to achieve carbon neutrality

Our GHG emissions (Scope 1 and Scope 2) results

	Unit	FY2020/3	FY2025/3	
		Base year results	Results	Reduction rate from FY2020/3 levels
Scope 1 and Scope 2	tCO <sub>2</sub> e	32,219.8	21,382.4	△33.6%

(\*) With the transition to the new Japan Post Insurance sales system in April 2022, the measurement scope for FY2019 emissions was retroactively revised, and the values were updated accordingly.

▶ [ESG data - environment](#)

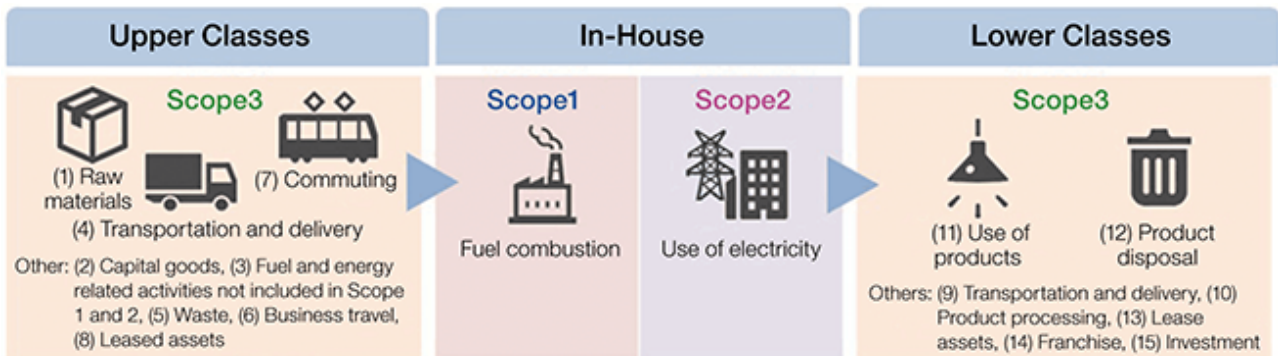


### Supply chain emissions (Scope1, Scope2, Scope3)

Supply chain emissions refer to the sum of all emissions related to business activities, not just those of the business itself.

In other words, it refers to the amount of greenhouse gas emissions generated from the entire process of procuring raw materials, manufacturing, distribution, sales, and disposal.

Supply chain emissions = Scope1 emissions + Scope2 emissions + Scope3 emissions



Scope1: Direct emissions of greenhouse gases by the business itself (fuel combustion, industrial processes)

Scope2: Indirect emissions from the use of electricity, heat and steam supplied by other companies

Scope3: Indirect emissions other than Scope1 and Scope2 (emissions of other companies related to the activities of the business)

Prepared by Japan Post Insurance Co. Ltd. based on the Green Value Chain Platform (Ministry of the Environment)

[https://www.env.go.jp/earth/ondanka/supply\\_chain/gvc/estimate.html](https://www.env.go.jp/earth/ondanka/supply_chain/gvc/estimate.html)

## Metrics and Targets as an Institutional Investor

### GHG emissions metrics for our investment portfolio

To assess climate-related risks and opportunities, our company has been measuring GHG emissions metrics (GHG emissions, carbon footprint, carbon intensity, and weighted average carbon intensity) for our investment portfolio (domestic and foreign equities, and domestic and foreign corporate bonds (including corporate financing))(\*) since FY2020 (as of March 31, 2021). The measurement results for FY2023 (as of March 31, 2024) are as follows. Additionally, we have implemented measurements for other assets. For more details, please refer to our [Responsible Investment Report](#).

The scopes covered in the carbon emissions calculation are direct emissions of greenhouse gases by investee companies (Scope1), indirect emissions from purchased electricity (Scope2), and emissions from supply chains other than purchased electricity (Scope3). The calculation of the carbon footprint, carbon intensity and weighted average carbon intensity covers Scope1, Scope2, and emissions from direct suppliers of Scope3.

(\*) Includes not only internally managed assets but also externally managed assets.



**GHG emissions metrics by asset class**

Emission-related indicators Measurement range Unit	Carbon emissions(*1) Scope1&2 (tCO <sub>2</sub> e)		Carbon emissions(*1) Scope1&2+direct supplies of Scope3 (tCO <sub>2</sub> e)		Carbon emissions(*1) Scope1&2&3 (tCO <sub>2</sub> e)	
	As of March 31, 2024	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
Asset Class						
Domestic equities	1,763,185	1,767,782	2,752,655	2,728,147	4,500,812	4,433,374
Foreign equities	264,768	248,633	353,588	316,537	479,534	425,060
Domestic corporate bonds	4,362,862	3,993,876	5,082,031	4,589,138	5,751,539	5,209,706
Foreign corporate bonds	1,440,332	1,389,361	1,744,254	1,665,688	2,177,547	2,177,214
Total	7,831,148	7,399,652	9,932,529	9,299,511	12,909,432	12,245,354

Emission-related indicators Measurement range Unit	Carbon Footprint(*2) Scope1&2+direct supplies of Scope3 (tCO <sub>2</sub> e/million yen)		Carbon intensity(*3) Scope1&2+direct supplies of Scope3 (tCO <sub>2</sub> e/million yen)		Weighted average carbon intensity(*4) Scope1&2+direct supplies of Scope3 (tCO <sub>2</sub> e/million yen)	
	As of March 31, 2024	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
Asset Class						
Domestic equities	0.76	0.72	1.37	1.10	1.12	0.85
Foreign equities	0.45	0.38	0.58	1.45	1.34	1.18
Domestic corporate bonds	2.53	2.16	5.45	4.01	4.72	3.21
Foreign corporate bonds	0.77	0.71	2.43	1.09	2.46	2.07
Total	1.15	1.02	2.57	1.73	2.33	1.75

(\*1) Carbon emissions are calculated as follows.

$$\sum_i \left( \frac{\text{current value of investment } i}{\text{issuer's market capitalization } i} \times \text{issuer's Scope 1 and Scope 2 GHG emissions } i \right)$$

\* EVIC is an abbreviation for Enterprise Value Including Cash, which is the value of a company including cash. It is calculated as follows: Market capitalization of common stock + market capitalization of preferred stock + total debt (book value) + minority interests.

\* i represents the portfolio companies that are included in the portfolio.

(\*2) Carbon Footprint is the amount of GHG emissions per million yen of portfolio balance. The calculation method of the carbon footprint is as follows.

$$\frac{\sum_i \left( \frac{\text{current value of investment } i}{\text{issuer's market capitalization } i} \times \text{issuer's Scope 1 and Scope 2 GHG emissions } i \right)}{\text{current portfolio value (¥M)}}$$

(\*3) Carbon Intensity indicates the carbon efficiency of the investee company. Carbon Intensity is calculated as the total amount of our company's GHG emissions per our investee company's total sales, as shown in the formula below.

$$\frac{\sum_i \left( \frac{\text{current value of investment } i}{\text{issuer's market capitalization } i} \times \text{issuer's Scope 1 and Scope 2 GHG emissions } i \right)}{\sum_i \left( \frac{\text{current value of investment } i}{\text{issuer's market capitalization } i} \times \text{issuer's ¥M revenue } i \right)}$$

(\*4) Weighted Average Carbon Intensity indicates the carbon efficiency of the portfolio company. It is calculated by multiplying the GHG emissions per sales of the investee company by the ownership ratio in the portfolio and adding them together, as shown in the formula below.

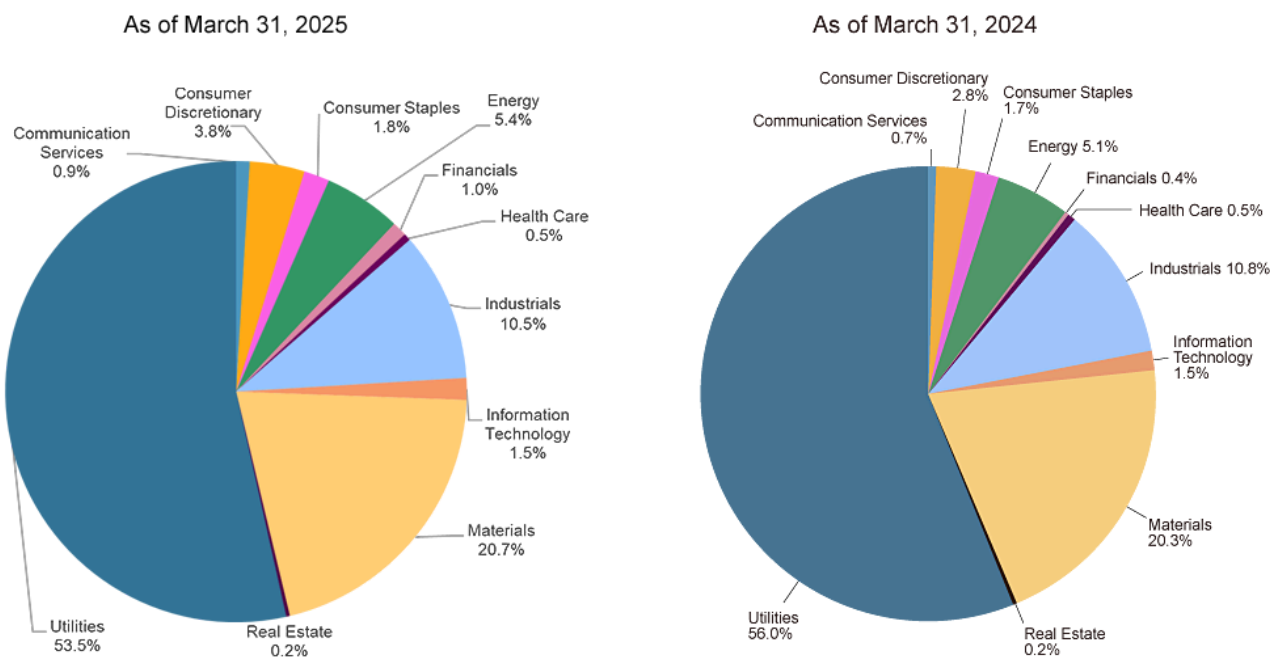
$$\sum_i \left( \frac{\text{current value of investment } i}{\text{current portfolio value}} \times \frac{\text{issuer's Scope 1 and Scope 2 GHG emissions } i}{\text{issuer's ¥M revenue } i} \right)$$

(Source) ©2024, S&P Trucost Limited, Japan Post Insurance



Of the GHG emissions in our investment portfolio, our Scope 1 and 2 emissions totaled roughly 7.39 million tCO<sub>2</sub>e, a decrease of approximately 0.43 million tCO<sub>2</sub>e from the previous fiscal year. Furthermore, the combined total of Scope 1, 2, and 3 emissions was roughly 12.24 million tCO<sub>2</sub>e, a decrease of approximately 0.66 million tCO<sub>2</sub>e from the previous fiscal year. The reduction of Japanese corporate bonds contributed to a decrease of roughly 0.54 million tCO<sub>2</sub>e to this total. When calculating GHG emissions metrics, recording Scope 3 emissions as GHG emissions requires us to take note of the issue of double counting (for example, Scope 1 emissions for some companies correspond to Scope 3 emissions for others). However, when recording this year's measurements, we placed importance on identifying as wide a range of emission conditions as possible throughout the supply chain, including Scope 3 emissions. It is important to note that we recognize including Scope 3 in the calculation of GHG emissions may occur double counting (e.g., Scope 1 emissions of one company may correspond to Scope 3 emissions of another company). Despite this problem, we chose to widen the scope to supply chains to understand our portfolio emissions as much as possible.

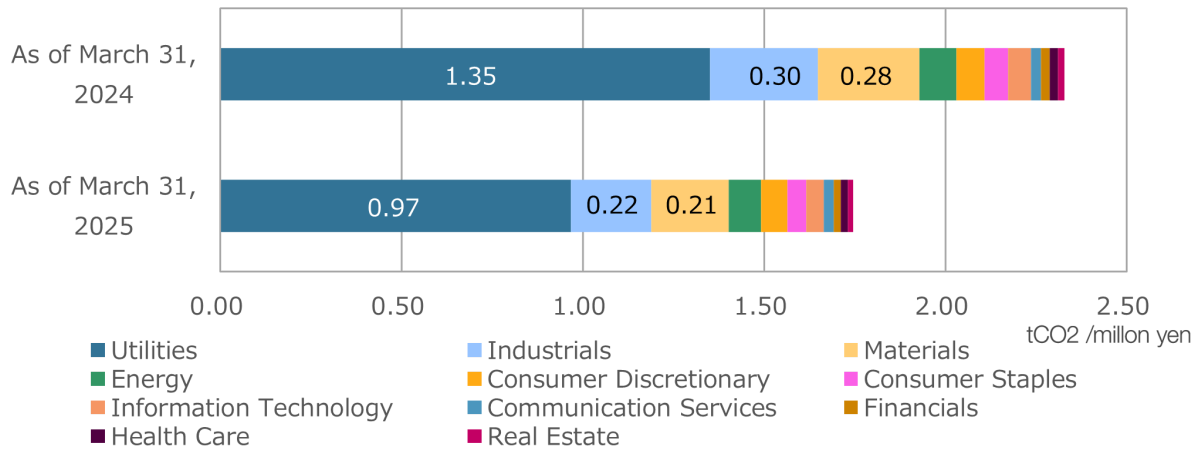
**GHG emissions composition of our investment portfolio by sector (Scope 1&2)**



(\*) A company is excluded from our calculations when sector classification is complicated



■ Total portfolio weighted average carbon intensity sector composition



(\*) The GHG emissions on which the weighted average carbon intensity covers Scope1, Scope2, and emissions from direct suppliers of Scope3. (Source)©2024, S&P Trucost Limited, Japan Post Insurance

**GHG emissions reduction targets for our investment portfolio**

As an institutional investor, we have set targets for the GHG emissions from our investment portfolio, aiming for carbon neutrality by 2050, and working toward a 50% reduction in greenhouse gas emissions from FY2020 levels by FY2029 (March 31, 2030), as an interim target. Our 2050 target and interim target are based on the IPCC's Special Report\* and align with the Paris Agreement and the long-term targets of the Government of Japan.

By reflecting the various factors of our climate change response aimed at achieving these targets in our investment strategy, we aim to realize a carbon-neutral society and enhance our medium- and long-term asset management results.

\* IPCC (2018) Global Warming of 1.5°C an IPCC special report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty

Type of emission	Category	Reduction targets	
		Interim target	2050
Emissions from our investment portfolio (*1)	Scope3 Category 15	50% reduction in greenhouse gas emissions from FY2020 levels by the end of FY2029 (*2)	Net zero

(\*1) Total emissions of Scope 1 and Scope 2 from investee companies (domestic and foreign listed equities and credits including corporate loans) after calculating by the ratio of our holdings.

(\*2) We aim for a 50% reduction, measured as of March 31, 2030, compared to GHG emissions from our investment portfolio as measured on March 31, 2021.



## Initiatives for Biodiversity Conservation

Together with climate change, the protection of the natural environment and the ecosystems that support it is a critical issue of global importance. Having established "Contribute to environmental conservation that nurtures abundant nature" as one of our Materiality (Important Issues), we are engaging in the following initiatives to fulfill both the SDGs and our own sustainable growth.

### Initiatives for the Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations

The TNFD is an international initiative to develop a framework for the appropriate evaluation and disclosure of business risks and opportunities related to natural capital. Its final recommendations were published in September 2023.

The Company endorses the philosophy of the TNFD and, in June 2023, joined the TNFD Forum, which supports the activities of TNFD, before then registering as an Early Adopter(\*) in December 2023. Moving forward, we will continue to work toward ensuring that our disclosures are in line with TNFD recommendations.



(\*) Companies and organizations that registered their intention to disclose information in line with TNFD recommendations by January 10, 2024.



## Governance

### (1) Governance Structure

Our Board of Directors is responsible for the overall management of the company, including the formulation of the basic policies for the business and the supervision of the management. The Executive Committee is responsible for the execution of the business plan and the implementation of the policies decided by the Board of Directors. The Sustainability Committee and the Risk Management Committee are specialized committees that play a key role in addressing natural capital and managing risks.



#### <Main roles of specialized committees in addressing natural capital>

- Formulate medium - to long-term response policies, grasp and analyze status of progress in initiatives
- Strengthen the analysis and management systems of nature-related risks

### (2) Engagement with indigenous peoples, local communities and affected stakeholders to ensure respect for human rights

We are committed to respecting human rights and ensuring that our business operations do not infringe upon the rights of indigenous peoples, local communities, and other affected stakeholders. We engage with these groups through various channels, including community meetings, stakeholder dialogues, and public consultations. We aim to understand their concerns and needs, and to take appropriate measures to address them. We also provide training and education to our employees to raise awareness of human rights issues and to ensure that they are equipped with the necessary skills to manage these risks effectively.

Our commitment to human rights is reflected in our policies and procedures, and we are committed to continuous improvement in this area.



## Strategy

### 1. An Operating Company

The Company utilizes the LEAP approach to analyze nature-related risks and opportunities, as recommended by the TNFD.

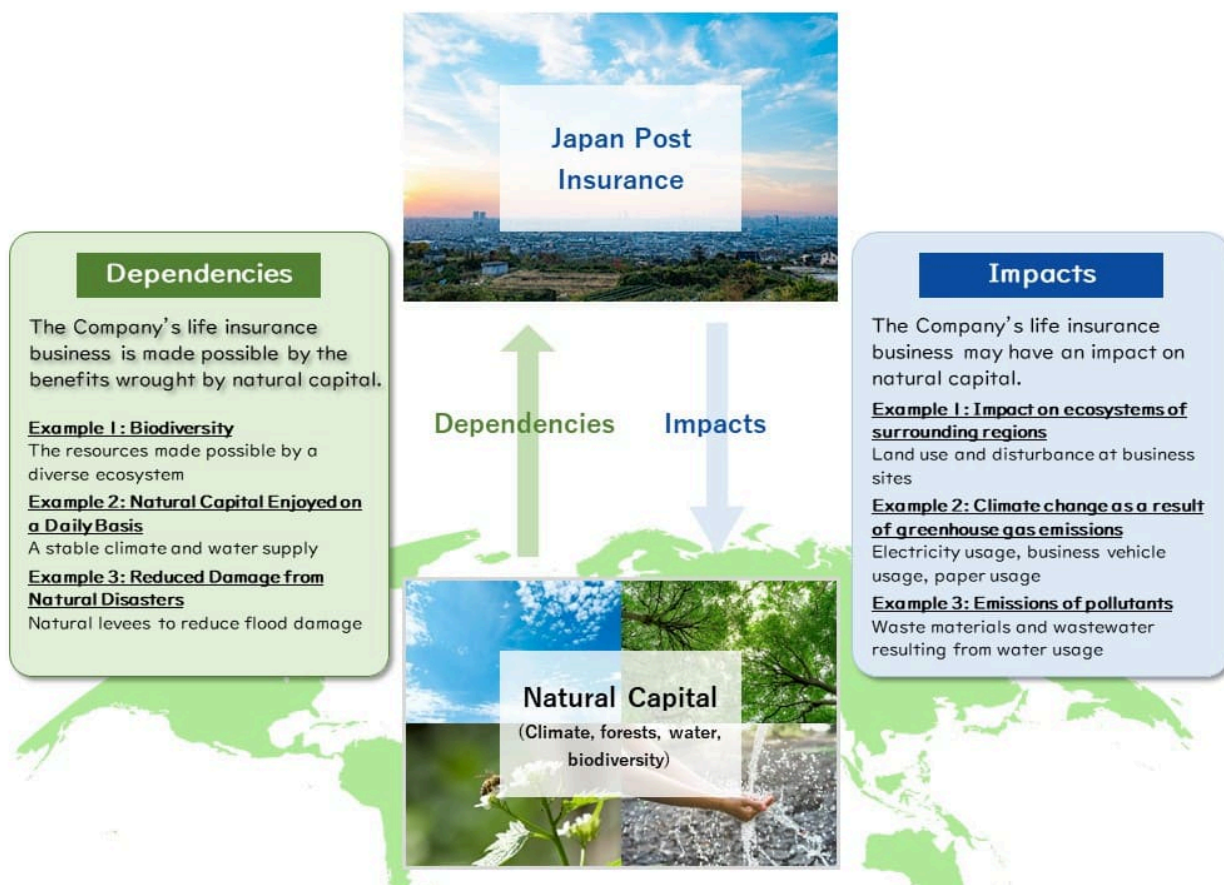
#### Locate: Identifying Points of Contact with Nature

Based on the results of "ENCORE" (\*1), a nature-related risk analysis tool recommended by the TNFD, we have identified the points of contact between the Company's life insurance business and natural capital from the perspectives of dependencies and impacts (\*2) on said natural capital.

(\*1) A nature-related risk analysis tool developed by the Natural Capital Finance Alliance etc.

(\*2) Dependence: How our business benefits from natural capital, including through the supply of water and natural environments that help mitigate flooding.

Impact: How our business activities change natural capital, including through greenhouse gas emissions and land use.

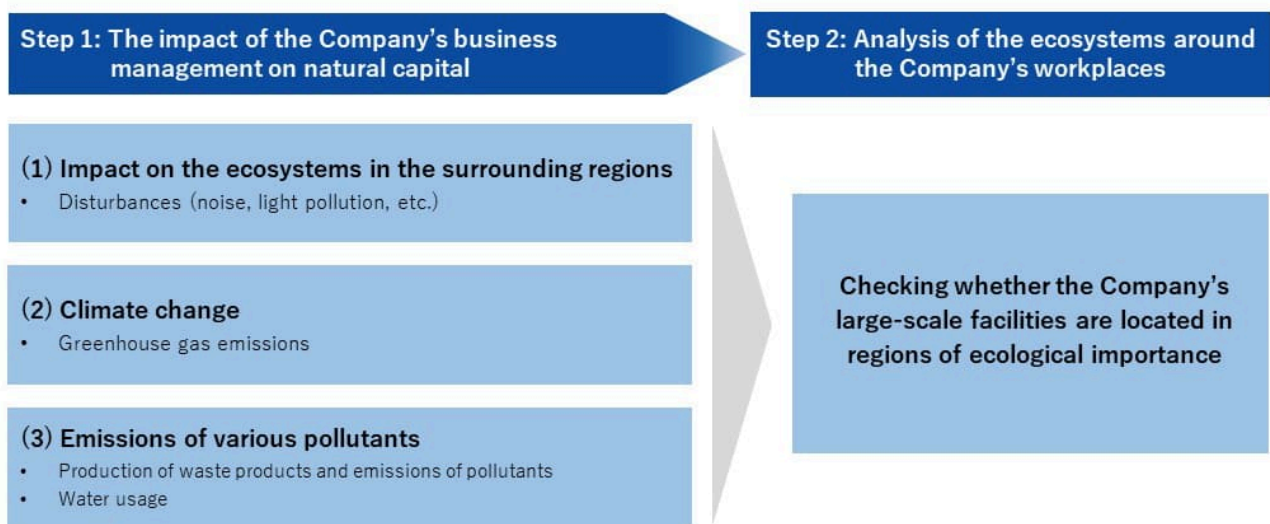




## Evaluate: Evaluating our dependencies and impacts on nature

Based on the identified points of contact with natural capital, we evaluated the relationships of dependencies and impacts between our Company's life insurance business and nature. The details are as follows:

«Evaluation of Level of Impact»



In Step 1, we performed an analysis based on the following three major factors: (1) Does the Company's business management impact the ecosystems of surrounding regions? (2) Does the Company's business management impact climate change? (3) Does the Company's business management produce emissions of pollutants?

In Step 2, we checked whether the Company's large-scale facilities are located in regions of ecological importance.

### [Step 1] The impacts of the Company's business management on natural capital

#### (1) Impacts on ecosystems of surrounding regions

The Company uses its land for business applications (office buildings). We investigated whether the Company's business management may cause disturbances\* (noise, light pollution, etc.).

(\*) Disturbance refers to things that impact the ecological balance of the plants and animals in surrounding areas, for example, generating loud noises or using bright lights outdoors.

- The use of office buildings must have a low possibility of causing noise pollution.
- Exterior lighting may be used for the purposes of crime prevention; however, the lighting must not be so bright as to light up the surrounding environment. Also, a set level of lighting to be used within the Company's places of business must be established and this light level must be appropriate so as not to result in light pollution.

Based on the above, we believe that the impacts of any disturbances on the surrounding environment from the Company's places of business are low.



## (2) Climate change

There is a possibility that, in operating its life insurance business, the Company may impact climate change through the emissions of greenhouse gases.

We have measured the levels of greenhouse gas emissions from the following three sources: Vehicles and other things used in the course of our business activities (Scope 1); electricity usage at our business facilities (Scope 2); and paper usage relating to the provision of terms and conditions and other such documentation to customers (Scope 3). We then set out a range of initiatives aimed at reducing our emissions of greenhouse gases from these sources. For more information, please refer to the Initiatives for Climate Change page.

▸ [Initiatives for Climate Change](#)

## (3) Emissions of various pollutants

Although we recognize that our various places of business do produce general and industrial waste as well as wastewater, due to the nature of the life insurance business as one which handles intangible products, we believe that our emissions of pollutants are minor in their significance. Further, we also treat the waste that we do produce, including through recycling, meaning that our impacts on natural capital are, again, minor in significance.

### [Step 2] Analysis of the ecosystems around the Company's workplaces

Based on the results of Step 1, we believe that the possibility is low that our business management damages the balance of the ecosystems surrounding our places of business; however, there is a risk that any large-scale land-development, such as the construction of large buildings in line with the expansion of our business, may destroy the ecological balance of surrounding environments and result in public demonstrations or lawsuits.

Therefore, we ran checks to see if any of our nine large-scale facilities were located in Ramsar sites (wetlands), wildlife protection areas, national parks, or Nature Conservation Area. The results of these checks confirmed that none of our large-scale facilities were located in any such areas.

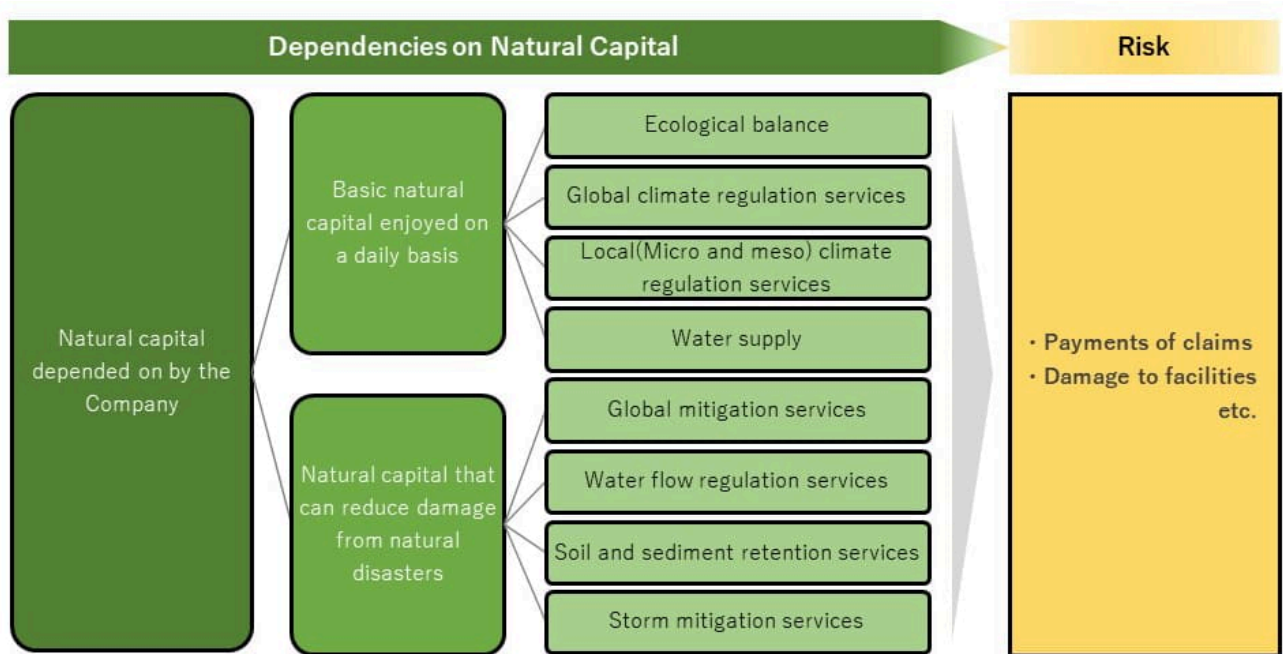
However, we did confirm that the Fukuoka Service Center, which is one of our large-scale facilities, is located 5.7 kilometers from the designated Hakata Bay wildlife protection area. Hakata Bay is recognized as a wintering area for the black-faced spoonbill, which was designated as Threatened IB on the Red List 2020 of the Ministry of the Environment. Given the fact that one of the Company's places of business is located close to a region of ecological importance to wild birds, the Company makes financial contributions to conservation activities for wild birds in the form of support for activities aimed at conserving species and restoration of natural capital.

Based on the results of the above evaluation and analysis, we believe that the possibility that the Company's life insurance business activities will have a significant impact on biodiversity and natural capital is low. In spite of this, we will continue to engage in efforts to conserve biodiversity and natural capital.



«Evaluation of Level of Dependency»

Next, from the perspective of the Company's dependencies on natural capital, it is thought that the Company is able to carry out its business activities in a stable manner owing to the benefits of "Natural Capital Enjoyed on a Daily Basis" and "Natural Capital That Reduces Damage from Natural Disasters." There is a possibility that our dependencies on these forms of natural capital may present risks to our life insurance business. (For details, please refer to "Assess: Assessing Important Risks and Opportunities" later in this document.)





## Assess: Assessing Important Risks and Opportunities

Based on the results of our analysis into our dependencies and impacts on natural capital, the Company's Sustainability Committee has examined risks and opportunities related to natural capital as they pertain to the Company's life insurance business, identifying the following as matters of particular importance:

### <Risks and Opportunities in Life Insurance Business>

Type	Content	Timeline of impact
Physical Risks(chronic)	Rise in insurance claim payment due to wide spread, etc. of infectious diseases from the collapse of ecological balance	Long term
Physical Risks(acute)	Risk of data centers becoming damaged in natural disasters such as flooding and large storms, resulting in delays or even suspensions of operations	Short term
Transition Risks	Damage to the Company's reputation among society, investors and other stakeholders due to a deemed failure to take adequate measures to address nature-related issues	Short to medium term
Opportunities	<p>Changes in consumers' insurance needs such as rising demand for products and services related to maintaining health, etc.</p> <p>Efforts by the Company to conserve natural capital will be well received, improving the Company's reputation among investors, increasing the number of insurance contracts concluded, and helping the Company attract the best human resources.</p> <p>Efforts to promote recycling will improve the sustainability of our business environment while going paperless will help reduce costs.</p>	Medium to long term

(\*1) In identifying the risks and opportunities mentioned above, we disclose risks and opportunities with high degree of impact based on their importance to the Company's business after identifying large and small potential risks.

(\*2) We assume that the timeline of impact will be as follows: short term: 5 years, medium term: 15 years, long term: 30 years.



We have also analyzed the issues of increases in payments claims and damage to data centers caused by natural disasters. The details of this analysis are as follows:

**(1) Rise in insurance claim payment due to wide spread, etc. of infectious diseases from the collapse of ecological balance**

There is a possibility that a loss of balance in the ecosystem as a result of climate change and other factors may impact on the health of people, which may, in turn, impact the amount of claims paid by the Company. We recognize that, presently, there is no commonly established scenario regarding the spreading of infectious diseases as a result of a loss of balance in the ecosystem. For this reason, we consider it difficult to perform any sophisticated analysis or measurements of the issue at this current time.

However, by estimating the way in which rises in global temperatures may cause the expansion of areas and periods of activity in which mosquitos, which are a vector of infectious diseases, are active, and then analyzing how this may increase payment claims for tropical infectious diseases transmitted by these mosquitos, such as Dengue fever and malaria, we were able to come to the following calculation (assuming yearly instances in the period 2031 to 2050): The increase in the amount of payments claims would top out at roughly 20 billion yen over the cumulative 20 year period. We confirmed that the increase in claim payments will have a limited impact on our financial soundness, given the extremely small amount compared to the Company's actual death benefit payments and the fact that we are able to make payments from the policy reserves we have built up in preparation for future payments.

**(2) Risk of data centers becoming damaged in natural disasters such as flooding and large storms, resulting in delays or even suspensions of operations**

The Company operates in a region in which its business management may be impacted by natural disasters and so has identified data centers, which are subject to physical risks (water risk), as priority locations from the perspective of the potential size of impact in the event of a natural disaster.

In the event of flooding or similar other disaster in the areas surrounding our data centers, we assume that there is a risk that the buildings containing the data centers will be damaged and that there will be delays in our business operations.

Our data center buildings have already taken preparative measures against flooding, such as the building of embankments, and, so, we believe that the risk of actual flooding is low. In the unlikely event that electricity to the buildings is cut off, we have installed back-up power generation facilities that can provide several days' worth of power. In addition, we have installed bypass systems for circulating used water in the tanks for in the event that the water used for humidifying the building is cut-off. These are some of the measures we have already implemented to reduce the risk to our data centers.

We have formulated a business continuity plan (BCP) in preparation for the occurrence of a large-scale disaster, including initial responses in the event of a disaster and a plan to continue business activities at another site in the event that the functions of an important site are suspended. In addition, we assess the risk level of our business sites and business areas based on hazard maps, etc., and formulate response plans and conduct drills as appropriate for sites located in areas that are particularly vulnerable to flood damage.

Looked at holistically, we do not believe that nature-related risks such as those from natural disasters are likely to have a significant impact on our life insurance business. However, we will continue to regularly assess nature-related risks.



## Prepare: Preparing for responses and reporting

Based on the risks and opportunities identified above, we are moving forward with initiatives geared toward the conservation of biodiversity and natural capital. Some of the initiatives we have been working on include the making of financial contributions to conservation activities, promoting the move toward paperless operations, reducing the use of plastic, and cleanup activities at the local communities at each of our bases.

### Supporting the conservation of biodiversity and natural capital

[Support for biodiversity conservation]

The Company has been making financial contributions to activities to help protect wild birds in the form of initiatives to protect species and restore natural capital.



[Support for forest conservation]

We make donations to support forestation activities conducted by citizens' groups and other organizations to revitalize forests and lead to efforts to increase greenery.



### Efforts to Reduce Paper Consumption (Going Paperless)

**We strive to reduce CO2 emissions by reducing the amount of paper used towards a paperless workplace.**

<Main initiative>

- Provision of notices from the Company (Notice of Policy Details, etc.) through My Page instead of by mail
- Electronic issuance of premium payment certificates
- Provision of the Contract Guidelines and Policy Conditions in PDF format on our website in addition to the printed version
- Encouragement of a reduction of copier paper, and digitization of various office forms

Please see the page below for more details on other environmental conservation activities.

▸ [Environmental considerations in business activities](#)



## 2. An Institutional Investor

As an institutional investor, we have a hand in the activities of our portfolio companies, including when these activities relate to the natural world. Our investment and loan portfolio can therefore be considered to have the following nature-related risks and opportunities.

<Risks and opportunities>

### Nature-related risks and opportunities in investment and financing activities

Type	Our Recognition
Physical Risks	Increased costs for portfolio companies due to the decline, deterioration, and depletion of natural assets and ecosystem services on which portfolio companies depend, such as water resources, and loss of value of portfolio assets due to production disruptions
Transition Risks	Increased costs for portfolio companies due to stricter environmental protection laws and social demands, litigation risk, and loss of value of investment assets due to increased reputational risk
Opportunities	Increase in the value of portfolio companies and expansion of investment and financing opportunities due to the need for environmentally protective technologies and alternative products and services with a smaller environmental impact

### <Dependencies and impacts>

Companies depend on natural capital to conduct their business activities, but also impact natural capital through those business activities. To determine the nature-related dependencies and impacts that we should emphasize in our portfolio, we prepared sector-based heatmaps. We selected sectors based on (1) assessments of the degrees of dependence and impact of each sector performed using ENCORE, (2) our investment balance in each sector, and (3) the TNFD priority sectors, and attempted to visualize the nature-related risks we should focus on.



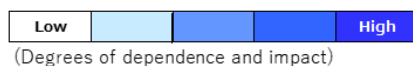
## Heatmap of major nature-related dependencies and impacts of our equity and corporate bond portfolios

Dependency Heatmap

Sector	Sub-sector	Erosion control	Ground water	Surface water	Climate regulation	Flood and storm protection	Filtration	Dilution by atmosphere and ecosystems	Genetic materials	Hydrological cycle	Water quality	Soil quality	Bio-remediation
Utilities	Electric Utilities	High	High	High	High	High	Low	Low	Low	High	Low	Low	Low
	Multi-Utilities	High	High	High	High	High	Low	Low	Low	High	Low	Low	Low
	Independent Power	High	High	High	High	High	Low	Low	Low	High	Low	Low	Low
Materials	Specialty Chemicals	Low	High	High	Low	High	Low	Low	Low	Low	Low	Low	Low
	Commodity Chemicals	Low	High	High	Low	High	Low	Low	Low	Low	Low	Low	Low
	Steel	High	High	High	High	High	Low	Low	Low	High	Low	Low	Low
Industrials	Construction & Engineering	High	Low	Low	High	High	Low	Low	Low	High	Low	Low	Low
Health Care	Pharmaceuticals	Low	High	High	Low	Low	Low	Low	High	High	Low	Low	Low
	Biotechnology	Low	High	High	Low	Low	Low	Low	High	High	Low	Low	Low
Energy	Integrated Oil & Gas	High	High	High	High	High	High	Low	Low	Low	High	Low	High
Consumer Staples	Brewers	Low	High	High	Low	High	High	Low	High	High	High	High	Low
	Packaged Foods & Meats	Low	High	High	Low	High	High	Low	High	High	High	High	Low
	Soft Drinks & Non-alcoholic Beverages	Low	High	High	Low	High	High	Low	High	High	High	High	Low

Impact Heatmap

Sector	Sub-sector	Disturbance	Freshwater ecosystem use	Marine ecosystem use	Non-GHG air pollution	Soil pollution	Waste	Terrestrial ecosystem use	Water pollution	Water use	Interference by invasive alien species
Utilities	Electric Utilities	High	High	Low	High	Low	High	High	High	High	Low
	Multi-Utilities	High	High	Low	High	Low	High	High	High	High	Low
	Independent Power	High	High	Low	High	Low	High	High	High	High	Low
Materials	Steel	High	Low	Low	High	Low	High	High	High	High	Low
	Diversified Chemicals	Low	Low	Low	High	Low	High	High	High	High	Low
	Commodity Chemicals	Low	Low	Low	High	Low	High	High	High	High	Low
	Specialty Chemicals	Low	Low	Low	High	Low	High	High	High	High	Low
Industrials	Construction & Engineering	High	High	High	High	Low	High	High	High	High	Low
Health Care	Pharmaceuticals	Low	Low	Low	High	Low	High	High	High	High	Low
	Biotechnology	Low	Low	Low	High	Low	High	High	High	High	Low
Energy	Integrated Oil & Gas	High	High	High	High	Low	High	High	High	High	Low



Click on the image to open the zoom-in version in a new window.

### <Method of Selection of Sectors Shown in the Heatmaps>

- (1) Based on the ENCORE assessment of dependence and impact in each sector, we put the overall degrees of dependence and impact for each sector into numerical form.
- (2) We specified sectors in the top one-third for (1) degrees of dependence and impact and in the top one-third for our investment balance.
- (3) From among the sectors in (2), we selected ones corresponding to the TNFD "priority sectors"



Regarding dependence, the results revealed heavy reliance on water resources in sectors such as electric utilities, food & beverages, and integrated oil & gas. As for impact, the results showed effects on terrestrial, freshwater, and marine ecosystems from infrastructure construction etc. in sectors such as electric utilities, integrated oil & gas, and construction & engineering, as well as effects caused by water use and pollution/waste in many sectors. We will therefore need to keep a close eye on the situation with these impacts.

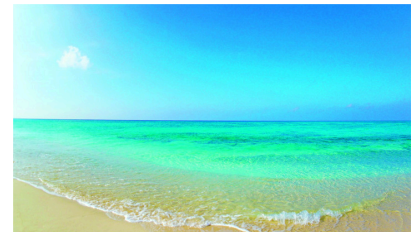
This analysis is in its initial stages, assuming each industry in general. Going forward, we plan to analyze and disclose the risks and opportunities of our portfolio with respect to nature in terms of the TNFD framework. In addition, based on the results of our analysis and demands from society, we will incorporate nature-related issues into our investment decisions, engage appropriately with portfolio companies on nature-related topics, and make investments that contribute to the maintenance and improvement of the natural environment.

## Investment Examples

### Investment in Blue Bonds issued by the Republic of Indonesia

We have been investing in a blue bond issued by the Republic of Indonesia, the world's largest archipelagic state.

The funds raised through this bond issue will be used for projects that contribute to the development of the blue economy as defined in the SDGs Government Securities Framework developed by the Government of Indonesia.



(\*) Bonds whose use of funds is limited to projects related to the water environment, such as improvement and conservation of the marine environment, sustainable fishing, and prevention of marine pollution.

### Investment in a Sustainable Development Bond

We have been investing in a sustainable development bond, which supports the One Health approach for protecting the "health" of people, animals, and the global environment as one.



©Inter-American Development Bank



## Risk and Impact Management

Our Company has established a system to identify and assess the risks of negative impacts on biodiversity conservation and natural capital risks on a company-wide basis, with the Sustainability Promotion Department in charge of risk assessment and the Risk Management Department in charge of overall risk management, and reports the results to the Risk Management Committee. The Company will continue to identify and assess risks at least once a year, and further enhance our risk management system. The results are also reported to the Sustainability Committee as part of our initiatives in response to address TNFD recommendations.

## Metrics and Targets

In order to assess and manage dependencies, impacts, risks, and opportunities related to nature, we monitor the following metrics: greenhouse gas emissions, water consumption, amount of waste, and total floor space of our facilities.

For further details, please refer to our "[ESG data \(Environment\)](#)."

Type of emission	Category	Reduction targets	
		Interim target	2050
Emissions from our operating company	Scope1	46% reduction in greenhouse gas emissions from FY2019 levels by the end of FY2030	Aim to achieve carbon neutrality
	Scope2		
Emissions from our investment portfolio <sup>(*1)</sup>	Scope3 Category15	50% reduction in greenhouse gas emissions from FY2020 levels by the end of FY2029 <sup>(*2)</sup>	

(\*1) Total emissions of Scope 1 and Scope 2 from investee companies (domestic and foreign listed equities and credits including corporate loans) after calculating by the ratio of our holdings.

(\*2) We aim for a 50% reduction, measured as of March 31, 2030, compared to GHG emissions from our investment portfolio as measured on March 31, 2021.



# Social

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# Human Rights

## Basic Policy

The Company aims to achieve our management philosophy of "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being." recognizing that respecting human rights is an important social responsibility. In order to fulfill our responsibilities required as a company, we have formulated the Japan Post Insurance Human Rights Policy (formulated in 2019 and revised in August 2023), which also takes into consideration the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights.

The Company respects the human rights of all individuals and, through its business and social activities within the Japan Post Group, promotes efforts to respect human rights, thereby contributing to the realization of a safe, secure, and abundant society.

## Human Rights Policy

The Company's human rights policy states that we do not tolerate discrimination of any kind based on race, color, gender, sexual orientation, gender identity, language, religion, politics or creed, nationality or social origin, poverty or wealth, birth, disability, etc. In addition to the executives and employees of the Company, the policy expects all stakeholders, including customers, suppliers, and investees, to respect human rights.

### Japan Post Insurance Human Rights Policy

#### 1. Commitment to Respect Human Rights

Working to realize our management philosophy to "Be a trustful partner for people, always being close at hand and endeavoring to protect their well-being," Japan Post Insurance Co., Ltd. (hereinafter referred to as "the Company") recognizes that the respect for human rights is an important social responsibility and respects the human rights of all individuals, including its executives and employees, customers, and business partners. By promoting human rights initiatives through the business and social activities of the Company and Japan Post Group, the Company will contribute to the realization of a society that is safe, secure, and enriched.

#### 2. Respect for International Norms

As a signatory company of the United Nations Global Compact, the Company complies with applicable laws in the areas where it operates its business, and upholds human rights by respecting the International Bill of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights. In cases where national or regional laws and regulations conflict with internationally recognized norms of human rights, we will seek ways to respect the international human rights norms while also complying with the respective laws and regulations.



### 3. Scope of Our Policy

This policy applies to executives and employees of the Company who will work to build stronger ties with our customers by engaging in all business activities with the customer's point of view in mind. The Company expects that all of its stakeholders, including customers, investees, and suppliers, will also respect human rights in the same manner based on this policy.

### 4. Human Rights Initiatives

The Company does not discriminate based on race, color, gender, sexual orientation, gender identity, language, religion, politics, creed, nationality, ethnicity, age, social origin, poverty or wealth, birth, disability, etc. We also do not tolerate human rights abuses such as forced labor, child labor, and human trafficking. In addition to not being directly involved in any human rights violations, the Company also aims to avoid indirect human rights violations.

### 5. For Our Executives and Employees

The Company respects the human rights of each of its executives and employees and ensures safe and comfortable working environments that are free from all forms of harassment such as sexual harassment, power harassment, and pregnancy harassment, as well as bullying and discriminatory language and behavior. We also respect freedom of association and the right to collective bargaining, and promote diversity and inclusion to provide each and every employee with equal and fair opportunities to work and personal development. In addition, we support our executives and employees in improving their physical and mental health so that they can work with vigor and vitality. When hiring new employees, we are committed to a fair selection process.

### 6. For Our Customers

We will provide "safe and secure" financial services by preventing and mitigating negative human rights impacts in the provision of insurance products and services through the nationwide post office network and our digital services. Furthermore, we will strengthen the protection of privacy (information management) and reinforce the prevention of any involvement in money laundering. We also endeavor to improve the financial literacy of our customers and young persons so that they can use financial services appropriately.

### 7. For Our Investees

From the perspective of fulfilling our social responsibility through investment and financing, we will respect human rights in our stewardship activities, including how we make decisions on investment and financing, and engage in dialogue with the companies we invest in and finance.

### 8. For Our Suppliers

We request our suppliers to comply with guidelines and other rules that stipulate respect for human rights, and we promote efforts to address human rights issues throughout our supply chain.

### 9. For Regional Communities

We strive to respect the human rights of all people in the communities affected by our business activities.



## 10. Human Rights Due Diligence and Consultation Desk

We will appropriately carry out human rights due diligence in order to prevent and mitigate any negative impacts on human rights resulting from our business activities. In addition, we will continuously work to develop a system for receiving human rights-related inquiries from various stakeholders. If these efforts reveal any involvement on our part in negative impacts on human rights, we will respond appropriately.

## 11. Training and Awareness

In order to fulfill our responsibility to respect human rights, we will promote and stimulate training and awareness-raising activities on human rights issues, including the Dowa issue (discrimination against Buraku people), so that each and every executive and employee can deepen their awareness and understanding of respect for human rights and strive to avoid or reduce negative impacts on human rights.

## 12. Information Disclosure

We will publicize our initiatives to respect human rights on our website and in disclosure materials.

## 13. Governance

In formulating this policy, the Company makes decisions based on the discussion at the Executive Committee while taking into account the opinions of its stakeholders. The status of initiatives based on this policy will be reported to the Executive Committee and the Board of Directors. The content of the policy will be reviewed as needed in light of changes in the business environment and dialogue with stakeholders.

August 25, 2023

TANIGAKI Kunio

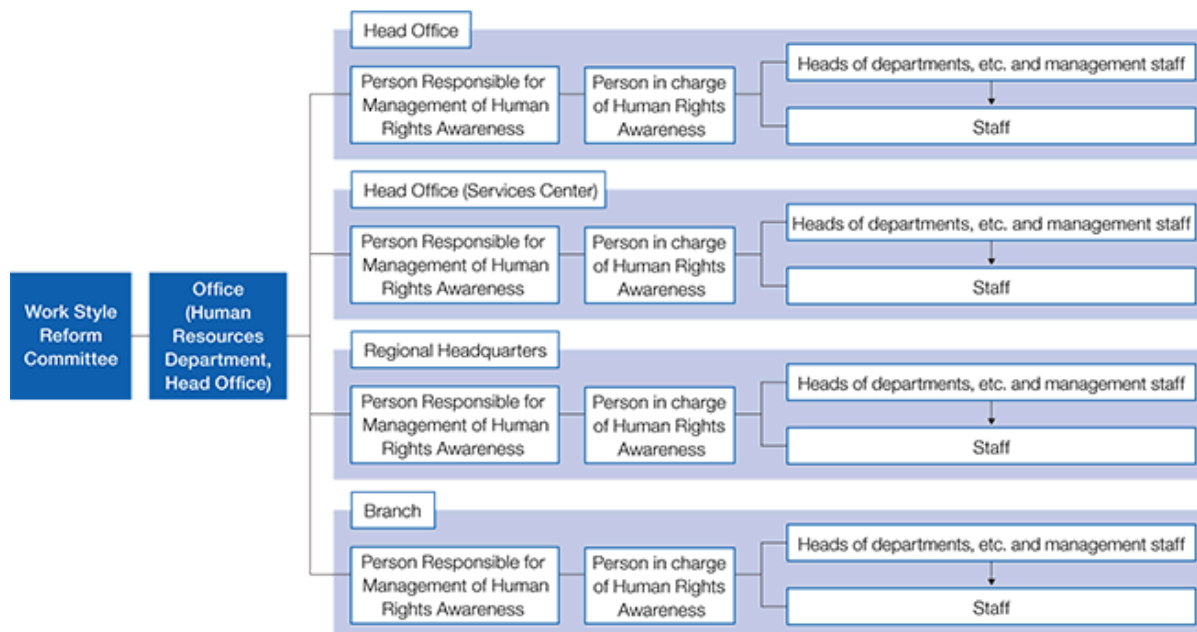
Director and President, CEO, Representative Executive Officer

Japan Post Insurance Co., Ltd.



## System for Promoting Respect for Human Rights

We have set up the "Work Style Reform Committee," chaired by the Executive Officer responsible for the Human Resources Strategy Department, for ways to promote human rights awareness in the Company, etc. as one of its major roles. Moreover, each organization has a "person responsible for management of human rights awareness" and a "person in charge of human rights awareness," who promote human rights awareness measures and respond to various human rights issues.



Click on the image to open the zoom-in version in a new window.

In addition, human rights due diligence efforts are reported to the Sustainability Committee, chaired by the Executive Officer in charge of the Sustainability Promotion Department, and important matters are also reported to the Executive Committee and the Board of Directors. Opinions of external experts are also considered in implementing these efforts.

## Human Rights Due Diligence

We have initiated human rights due diligence initiatives based on the framework of the United Nations Guiding Principles on Business and Human Rights, as well as various Japanese and international guidelines, among others.

This is an ongoing process to prevent and mitigate negative impacts on human rights in our corporate activities. We will strive to achieve respect for human rights and sustainable business by implementing this process on a regular basis, taking into account the opinions of outside experts.



Click on the image to open the zoom-in version in a new window.



## Identifying and Assessing Negative Impacts on Human Rights

We identify risks of negative human rights impacts that could occur not only on our officers and employees, but also on our customers, suppliers, and investees.

Stakeholders	Examples of potentially serious issues
Employees	Harassment, gender discrimination and violations of women's rights, inadequate working conditions and environment, violations of freedom of association, violations of privacy
Customers	Violations of consumer safety and right to know, mishandling of personal information
Suppliers	Child labor, forced labor, human trafficking, inadequate working conditions and environment
Investees	Child labor, forced labor, human trafficking, inadequate working conditions and environment, violations of the rights of local ethnic groups and indigenous peoples

(\* ) We recognize that the prohibition of discrimination is an important issue for all stakeholders.



We have narrowed down the "human rights risks to be considered" for each stakeholder based on various international norms, guidelines, and the status of issues in the insurance industry. We are continuing to assess each of these risks, with the intention to carry on with these initiatives consistently in the future.

<p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• A company-wide survey was conducted using an assessment sheet created with reference to external evaluation standards and verified externally. (Ten items were set for FY2025/3)</li> <li>• Based on a dual-axis evaluation of impact severity and likelihood, two risks, harassment and occupational health and safety, were identified as key human rights risks.</li> <li>• We will continue to implement company-wide initiatives for harassment prevention and occupational health and safety.</li> </ul>
<p><b>Customers</b></p>	<ul style="list-style-type: none"> <li>• Using keywords related to "human rights risks to be considered," related information was extracted from customer feedback over the past three years and evaluated.</li> <li>• Although there were no cases of immediate and serious human rights violations, risks in areas such as information management were recognized.</li> </ul>
<p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li>• We conducted a survey on the status of human rights initiatives among selected suppliers based on transaction amounts and transaction details.</li> <li>• Although no direct issues were identified based on the aggregated survey results, the need to further strengthen measures regarding child labor and supplier management was recognized.</li> </ul> <p>Note: Implementation status for FY2023/3 to FY2025/3                  Supplier survey implementation rate: 25%                  Of those, 3% were determined to require engagement (dialogue)                  Of that group, 100% actually engaged in dialogue</p>
<p><b>Investees</b></p>	<ul style="list-style-type: none"> <li>• With reference to various guidelines, we confirmed the status of human rights issues to be considered in our investment and loan portfolio, focusing on industries deemed to have high potential human rights risks.</li> </ul>

In addition to the above, when making investment decisions involving new business partners such as subsidiaries and affiliates, we appropriately assess human rights risks as part of our due diligence procedures.

Note: For FY2023/3 to FY2025/3, 100% of cases were assessed for human rights risks and 0% had risks identified.



## Stopping, Preventing and Mitigating Negative Impacts

Examples of major initiatives to mitigate negative human rights impacts include the following. We will continue to review and revise these initiatives as needed, based on an evaluation of their effectiveness.

### Employees

- **Initiatives to eliminate harassment**

In addition to the "prohibition of harassment" stipulated in the rules of employment, we conduct awareness raising and training to prevent harassment, including various level-specific training programs for officers, executives, managers, and new employees, as well as video training for all employees, e-learning training, study sessions at workplaces, and training for harassment counselors to improve their consultation response skills. We have also established a consultation desk to enable victims to consult us with a sense of security in the event of harassment. If acts in violation of laws, regulations, or internal rules are discovered, violators will be strictly dealt with based on disciplinary rules, etc., including punitive dismissal or other disciplinary actions, while efforts will be made to prevent recurrence.

- **Occupational health and safety initiatives**

Under the Japan Post Group Health and Safety Policies, we strive to ensure the safety of employees and to maintain and improve their health. At offices with 50 or more employees, the Company holds a monthly Health and Safety Committee meeting to discuss themes including the prevention of occupational accidents, the status of overtime work, and various health issues. In addition, we conduct training on health and safety and have established internal and external health consultation desks to maintain and promote employee health. In the event of an occupational accident, in addition to submitting a report in a prescribed format, we analyze the causes and consider and disseminate improvement measures to prevent recurrence. With regard to efforts to reduce working hours, we appropriately manage working hours at each office and implement measures to reduce overtime work through operational efficiency improvements and work style reforms.

- **Initiatives to promote diversity**



<p><b>Customers</b></p>	<ul style="list-style-type: none"> <li> <p><b><u>Privacy protection (information management)</u></b></p> <p>We have established a fundamental policy for protecting personal information (Japan Post Insurance Privacy Policy), and are committed to the appropriate protection and handling of personal information.</p> </li> <li> <p><b><u>Handling of policy procedures, etc.</u></b></p> <p>To ensure that people with disabilities and others can complete procedures with ease, we provide braille, substitute reading, and written communication services.</p> </li> <li> <p><b>Conducting human rights checks</b></p> <p>When creating external documents, advertisements, internal employee documents, etc., the checklist includes checking for problems in terms of respect for human rights. In addition, when necessary, our department specializing in human rights verifies to ensure that no expressions are included that may be perceived as discriminatory or offensive.</p> </li> </ul>
<p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li> <p><b><u>Supply chain management</u></b></p> <p>We have formulated the "Japan Post Group CSR Procurement Guidelines," which include contents such as respect for human rights and occupational health and safety. These guidelines outline our approach to procurement activities and communicate the specific initiatives we require of suppliers. We are also working to strengthen our supply chain management by including sustainability clauses on human rights, labor conditions, environmental protection, etc. in our contracts with suppliers.</p> </li> <li> <p><b>Questionnaire for suppliers</b></p> <p>We have conducted a questionnaire survey of our suppliers, etc. asking them to answer questions about the status of their efforts to respect human rights and encouraging them to promote various initiatives. We provide feedback on the evaluation results and, for some suppliers, we conduct individual dialogues based on their responses.</p> </li> </ul>
<p><b>Investees</b></p>	<ul style="list-style-type: none"> <li> <p><b>Investments and loans with respect for human rights</b></p> <p>As a responsible institutional investor, we take human rights into consideration when making investment decisions and confirm human rights issues in dialogue with portfolio companies. We also endorse Advance, a collaborative stewardship initiative for institutional investors to act on human rights and social issues.</p> </li> </ul> <div data-bbox="1034 1565 1437 1778" data-label="Image"> </div>



## Examples of Improvements to Human Rights Issues

Examples of improvements related to human rights issues are as follows.

Issues	Responses
Customers with hearing or speech impairments are unable to contact the call center	<ul style="list-style-type: none"> <li>We introduced a sign language interpretation service that enables customers with hearing or communication disabilities to make inquiries via video call using sign language or written communication.</li> </ul>
Some documents are difficult for elderly customers and customers with disabilities to read	<ul style="list-style-type: none"> <li>We are gradually improving the design of customer communication documents to ensure greater readability, taking into consideration the needs of elderly customers and customers with disabilities.</li> <li>For customers with visual impairments, we provide customer communication documents and envelopes printed in braille.</li> <li>For customers with visual or hearing impairments, we provide assistance such as writing on their behalf, reading documents aloud, and communicating via written notes.</li> </ul>

## Human Rights Awareness Training

We help to raise awareness of human rights in various ways, such as training by job level for officers, executive employees, administrators, new employees, etc. as well as Movie training, e-learning, workshops in the workplace, etc. for all employees. Our training programs address a wide range of human rights issues including the Dowa issue (discrimination against Buraku people), harassment, persons with disabilities, sexual diversity, and the human rights of foreign nationals. We strive to deepen each individual's awareness and understanding of respecting human rights.

Training name	Period	Target	Content
Human rights awareness training through Movies for each workplace	All year	All employees	Conducted human rights awareness training via Movies to raise employee awareness of human rights
Human rights awareness training for each workplace	Quarterly	All employees	Conducted human rights awareness training using training materials to raise employee awareness of human rights
E-learning training on harassment	July and January	All employees	Conducted e-learning program to prohibit harassment as part of compliance training
Human rights awareness training for all managers	January	All managers	Conducted training for all managers to raise awareness of human rights and prohibit harassment
Executive level human rights awareness training	January	Executives and career employees	Conducted training to raise awareness of human rights among executives and career employees
Harassment prevention training	May and November	All employees	Conducted training to prevent workplace harassment

Note: Human rights awareness training offered at each workplace is provided to all employees (including temporary and seconded employees).

Click on the image to open the zoom-in version in a new window.



## Human Rights Awareness Slogans

Every year for Human Rights Week, we implement efforts such as inviting employees and their families to suggest human rights awareness slogans and make the best entries into posters to be displayed in all workplaces. Furthermore, in addition to taking a corporate stance of eradicating harassment, we create and display harassment prevention posters aimed at increasing employees' awareness of human rights, leading to the prevention of harassment.



Anti-harassment posters and human rights awareness slogan posters displayed in all workplaces

## Conducting Human Rights Checks

When creating external documents, advertisements, internal employee documents, etc., the checklist includes checking for problems in terms of respect for human rights. In addition, when necessary, our department specializing in human rights verifies to ensure that no expressions are included that may be perceived as discriminatory or offensive.



## 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" such as sexual harassment and power 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.

If we can establish that laws, regulations, or internal rules have been violated, then the perpetrator will be subject to disciplinary action, including punitive dismissal, in accordance with disciplinary rules, etc. Perpetrators will be dealt with strictly, and efforts will be made to prevent a recurrence.

[For reference]

Japan Post Group	FY2021	FY2022	FY2023	FY2024
Cases of harassment <sup>(*)</sup>	88	108	124	147

\* Number of disciplinary actions undertaken in response to harassment

(\*) (Scope of aggregation) Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd., Japan Post Insurance Co., Ltd.

## Relief Measures

### Human Rights and Harassment Consultation Desk

We have established a consultation desk for harassment and other human rights issues in the workplace. Consultants respect the privacy, honor, and other human rights of the people concerned, strictly maintain confidentiality of any information they learn, and give priority to the wishes of the people consulted. In addition, no disadvantageous treatment will be given to any person for consultation or cooperation.

(1) Human rights consultation desk in the workplace

We assign human rights counselors to each workplace and post their names. Consultations may also be made through whistleblowing contact points.

(2) External consultation desk

Consultations with external lawyers are available via whistleblowing contact points.

(3) External counseling services

For those who wish to seek counseling regarding harassment concerns, we offer counseling services provided by external specialists.

<Main target of consultation>

- Sexual harassment, power harassment, maternity harassment, and consultation on human rights other than harassment

▶ [Whistleblowing and Consultation System](#)



## Other Consultation Desks

In addition to the human rights consultation desk available, we have established the following consultation desks to provide employees with advice on the workplace environment and work-related issues.

- Whistleblowing Contact Points
- Contact for reporting improper financial product sales
- Working hours consultation office
- Kampo women consultation service
- Gender Identity consultation service
- Consultation service for employees with fixed term jobs, etc.
- Consultation service for handling health information, etc.
- Mental and Physical Health Consultation Desk
- Japan Post Insurance total counseling program
- Multiple debt consultation service



# Human Capital Management

## Our Vision

Our goal is to become a company trusted and chosen by our customers and to achieve sustainable growth by providing insurance services that impress customers. To this end, we believe it is essential to secure diverse human resources who can act independently and deliver high value-added results. In order to realize this vision, we have newly established the "Three Basic Principles of Human Capital Management" as our policy for developing human resources and improving the internal environment, to boost human capital management.

## Three Basic Principles of Human Capital Management



The "Three Basic Principles of Human Capital Management" are linked to our management strategy, and we aim to realize our management strategy and increase our corporate value by promoting the following initiatives in line with this philosophy.

## 1. Establish a Corporate Culture in which Employees Act Independently

We will enact measures to stimulate communication between management and employees, deepening mutual understanding and strengthening management skills to encourage employees to take the initiative. Furthermore, we will support the career development of employees, thereby promoting their autonomous growth and increasing employee engagement.

▸ [Efforts to Improve Communication](#)

▸ [ES Surveys](#)

▸ [Initiatives to Strengthen Management Capabilities](#)

▸ [Support for Diverse Career Formation](#)



## 2. Secure Human Resources in a Strategic Manner

As a tool to support the business expansion and transformation of each division from the organizational and human resource perspectives, we are developing a human resources portfolio that visualizes the quantity and quality of the human resources needed at present and in the future. This will enable us to identify the human resources required for each department and organization, and to strategically secure human resources through recruitment, placement of the right person in the right position, and training based on this understanding.

▸ [Development of Human Resource Portfolio](#)

▸ [Human Resources Development](#)

▸ [Next Generation Leader Development Program](#)

## 3. Promote the Active Participation of Diverse Human Resources and Flexible Work Style

We are committed to creating a diverse and vibrant organization, respecting the human rights of all people involved in our business activities, ensuring a safe and comfortable work environment, and creating a rich workplace where individual employees can exercise their independence and creativity.

▸ [Promoting Diversity and Flexible Work Styles](#)

▸ [Health and Safety / Health Management](#)



## Corporate Culture Reform / Career Development Support

Based on "1. Establish a corporate culture in which employees act independently" of our "[Three Basic Principles of Human Capital Management](#)", we will enact measures to stimulate communication between management and employees, deepening mutual understanding and strengthening management skills to encourage employees to take the initiative. Furthermore, we will support the career development of employees, thereby promoting their autonomous growth and increasing employee engagement.

### <Three Basic Principles of Human Capital Management>

- 1. Establish a corporate culture in which employees act independently**
2. Secure human resources in a strategic manner
3. Promote the active participation of diverse human resources and flexible work styles

### Efforts to Improve Communication

To strengthen coordination between the head office and the front lines, as well as information communicated from management, we implement communication measures, such as the introduction of "Direct Suggestions to the President of Japan Post Insurance" for employees to directly present opinions and proposals to the President, periodic distribution of messages from the President to all employees, and opinion exchange meetings between officers and employees. We will continue these communication programs, strengthen collaboration not only between the head office and front-line personnel but also with organizations and departments, and aim to become a company that strives to respond to customers' expectations with company-wide togetherness.

### Direct Suggestions to the President of Japan Post Insurance

As with feedback from customers, management and related departments focus on the effectiveness and feasibility of implementing opinions and proposals received from employees through "Direct Suggestions to the President of Japan Post Insurance" to improve operations. In addition, they function to detect risks.

#### <Concrete Examples of Improvements>

- Enhanced the content of the webpage explaining the policy coverage confirmation activities conducted by Japan Post Insurance.
- Launched online procedures for the collective policyholder disclosure system at the time of contract for corporate customers.

### Front-line Meetings

To revitalize communication between management and employees, we conduct discussions between management and employees (front-line meetings).



## President's Message

We issue the President's Message through which the President communicates the Company's direction to all employees. Employees have responded positively, saying they understand and empathize with the Company's vision and management's thinking. This shows that the President's Message is working as a tool for communication between management and employees.

## Small Meetings

With the aim of stimulating communication among employees, we decide on a theme every time and set up opportunities at each workplace for employees to exchange opinions. This is done by splitting into small groups, which makes it easier for each employee to express their own ideas.

## Personnel Exchanges

As part of the personnel exchange initiatives within the Japan Post Group, we conduct in-house recruitment across the Group and arrange Group-wide internships. These initiatives aim to foster an open and collaborative Group culture and promote employee growth by providing exposure to work beyond their usual roles and departments. By incorporating new insights and perspectives, employees help stimulate innovation and enhance organizational vitality.

## ES Surveys

We conduct the engagement score (ES) survey annually to clarify "images of the ideal company and workplace for employees," to identify the issues and problems of each base and make continual improvements.

▸ [Results of the ES Survey\\_\(ESG Data\)](#)

## Initiatives to Strengthen Management Capabilities

For our reconstruction and sustainable growth, all employees must fulfill their roles to the maximum extent. In particular, managers, who are the core of each organization, must perform operations and fulfill their duties from the viewpoint of management beyond the boundaries of the benefits of their own organizations, as well as construct an environment where their subordinates can exercise their capabilities to the maximum level. For that purpose, we will aim to transform the behavior of managers by more clearly showing the image of managers we desire and then evaluating not only their performance but also their everyday behavior in the conduct of duties.

<Key initiatives>

- Clarification of the image of human resources to be sought when appointing managers
- Implementation of management training for managers
- Improving management methods through the introduction of coaching training



## Support for Diverse Career Formation

### Career Challenge System

Our career challenge system enables employees to take on new work challenges, such as gaining experience in different roles or environments, in order to promote mutual understanding between organizations through autonomous growth, the development of diverse work styles, and the stimulation of personnel exchanges.

Employees can select the position they would like to challenge themselves with from a list of available positions.

### Course Change System

In addition to offering the opportunity to try different work areas, we also offer employees the possibility of changing courses to one with shorter working hours to provide a comfortable work environment that meets the diverse needs of each and every employee.

Employees may request a change of course to meet their diverse needs.

### Career Design Guidebook

To support the autonomous growth of employees and support diverse work styles, we publish the "Career Design Guidebook," which provides information on the company's approach to human resources and careers, as well as the available career development schemes.



### Career Design Seminars

We provide video-based seminar primarily for employees in their 50s to help them reaffirm their personal goals and values and proactively consider their second careers.

### Role Models

We produce and distribute in-house newsletters and videos that describe the working styles of a broad selection of our employees and their thoughts on their future careers.

In addition, we publish the stories of model employees on Japan Post Insurance Junction.

▶ [Japan Post Insurance Junction \(in Japanese\)](#)



## Securing and Developing Human Resources

Based on "2. Secure human resources in a strategic manner" of our "[Three Basic Principles of Human Capital Management](#)", as a tool to support the business expansion and transformation of each division from the organizational and human resource perspectives, we are developing a human resources portfolio that visualizes the quantity and quality of the human resources needed at present and in the future. This will enable us to identify the human resources required for each department and organization, and to strategically secure human resources through recruitment, placement of the right person in the right position, and training based on this understanding.

### <Three Basic Principles of Human Capital Management>

1. Establish a corporate culture in which employees act independently
- 2. Secure human resources in a strategic manner**
3. Promote the active participation of diverse human resources and flexible work styles

## Development of Human Resource Portfolio

To support the business expansion and transformation of each division from human resource perspectives, we visualize the quantity and quality of human resources needed at present and in the future, identify areas of focus for strengthening and the types of human resources needed in the future, and strategically implement recruitment, placement of the right people in the right positions, and training based on gaps between the current situation and the future.

### Recruitment

We actively recruit the following specialized personnel.

- New graduate hires: Actuaries, professionals in the asset management, IT and digital areas
- Hiring of experienced personnel: Actuaries, External specialists who can make an immediate impact in areas such as asset management, sales, IT/digital, etc.

### Deployment

With the advancement of digital technologies, we are promoting DX to reform our business model. This includes streamlining back-office operations, including document screening and data entry of billing details at branches and service centers. We will appropriately reskill employees previously engaged in these tasks and gradually shift them to divisions that handle customer service.



## Human Resources Development

Our aim is to create an environment where every employee can make full use of his or her capabilities in order to offer customers superior services and to enhance corporate value. Our "Human Resources Development Basic Policies" emphasize development of people who put the customer first. We are vigorously supporting our employees so that they are motivated to grow together with the Company with job satisfaction, while always being mindful of corporate social responsibility.

### Human Resources Development Basic Policies / System

In order to motivate each and every employee for personal development and foster them to become human resources capable of taking action expressing the four orientations (\*1) based on the customer-first concept while implementing the PDCA cycle on a daily basis, we have a system in which OJT (\*2), support for self-development and Off-JT (\*3) are linked under the "Human Resources Development Basic Policies".

(\*1) "Four orientations" refer to "Ownership oriented," "Challenge oriented," "Speed oriented," and "Customer oriented," which are listed as elements of our desired image of human resources.

(\*2) OJT: On-the-job training. OJT is personalized training. A superior provides the knowledge and skill set his/her subordinates need in order to do the job in the course of the daily performance of tasks.

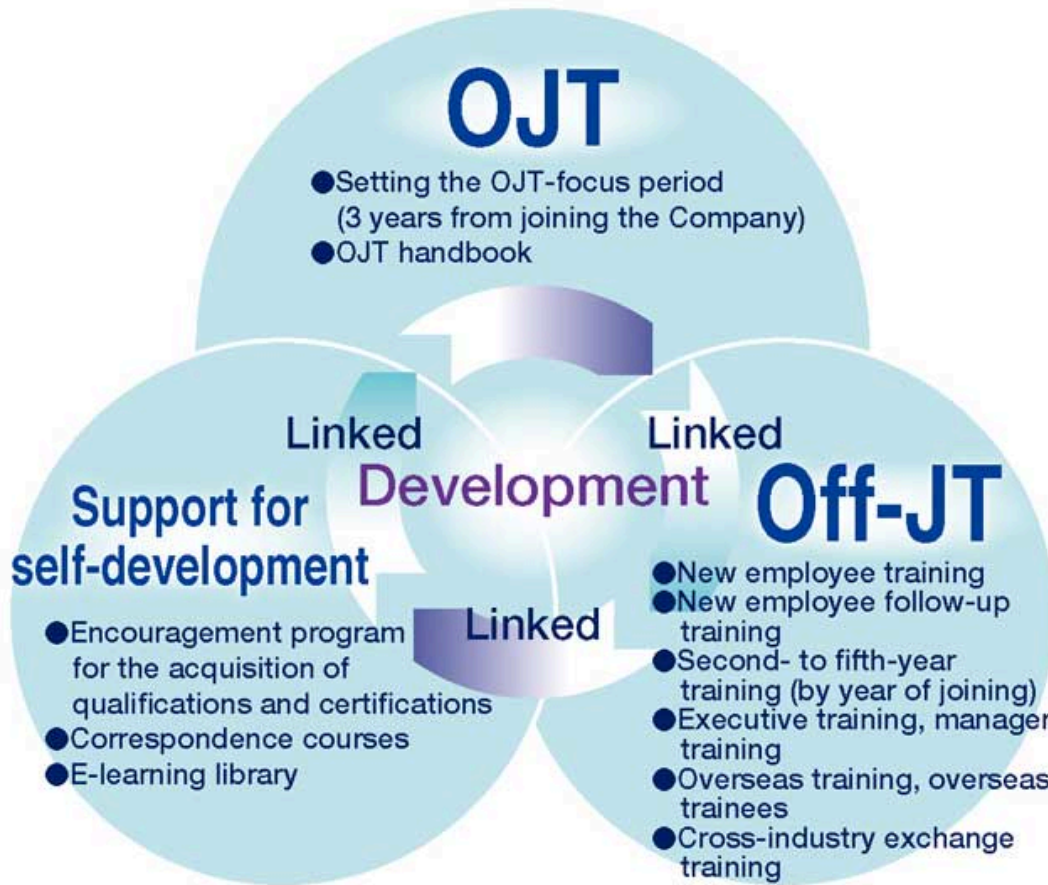
(\*3) Off-JT: Off-the-job training. For off-JT, away from daily tasks, personnel participate in a training program, etc. conducted by the in-house human resources development section or an external training institution and acquire the knowledge and skill set required for doing the job.

#### Human Resources Development Basic Policies

- We shall cultivate human resources who have self-awareness of corporate social responsibility and who place the customer first.
- We shall cultivate human resources who have expert capabilities and a well-rounded character.
- We shall cultivate human resources who are imbued with a spirit of challenge for addressing new issues and who have the ability to get things done.



## Human Resources Development System



Click on the image to open the zoom-in version in a new window.

### Capacity Building Training • Human Resources Development System

In addition to training by job level according to employees' positions, such as training for new employees, we also make voluntary training programs available in order to develop their capabilities. We also provide programs to support employees' self-development, including a program encouraging employees to acquire qualifications and certifications. Through the linkage of these programs with practical training at each workplace, we promote effective human resources development so that "all employees can develop their talents and work with energy and vitality."

### Next Generation Leader Development Program

We implement employee training tailored to each level, with an eye to the future by establishing a next-generation leader development program for the purpose of strategically developing employees in the context of a long-term plan to continuously produce management leaders who will support the Company's growth.



## Overview of the Next Generation Leader Development Program



Click on the image to open the zoom-in version in a new window.

## Digital Transformation (DX) Training

We conduct digital transformation (DX) training to develop personnel who can leverage DX to create new businesses and improve services and operations.

Indicators and Targets	Achievements
Rate of participation in (introductory) DX training: 100% (FY2025)	95.2% (FY2024)

(\*)Target = head office employees (excluding organizations affiliated with the head office, such as service centers)

## Human resources development for sales personnel

The Kampo GD System has been launched for the comprehensive and quantitative evaluation of the ability and growth of each sales employee, whereby we will be developing sales personnel from a medium- to long-term perspective. (See page 28 for details on the Kampo GD system)

## Human Resource Development in the Digital Field

In order to systematically develop human resources in the digital field, we have implemented a separate development curriculum for each type of human resource.

- Prepare training lineup that is unique and tailored to our business operations, while utilizing the common training programs of the Japan Post Group
- Establish an environment in which employees can learn necessary skills and knowledge by pairing them with experienced employees, incorporating knowledge from outside the Company, and providing on-the-job training (OJT) in the course of actual work.
- In the future, we will build a framework for continuously producing digital human resources and accelerate the promotion of digital transformation



## Encouragement Program for the Acquisition of Qualifications and Certifications

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This system provides incentives according to qualifications to employees who have acquired qualifications set by the company.

## Correspondence Courses

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This system subsidizes half of the course fee (no upper limit) for employees who meet certain conditions such as completing the course. We offer about 200 types of correspondence courses.

## Implementation of Overseas Training

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We offer overseas training programs to develop human resources who can contribute to the future management of the company by participating in MBA programs at graduate schools in the U.S. or the U.K. to acquire management knowledge and an international perspective. We also dispatch mid- to short-term trainees to investment management companies, mainly in the U.S., for the purpose of developing specialized investment management personnel.

▶ [Capacity Development and Education \(ESG data\)](#)



## Personnel Evaluation System

With the functions of "achieving management objectives," "developing human resources," and "ensuring that results are reflected in compensation," personnel evaluation systems play a crucial role in corporate management. We are thus working to develop a "personnel evaluation system that develops human resources." It would enable employees to not only recognize their own strengths and weaknesses, but also to improve them.

By linking personnel evaluation criteria (\*1) with the Management Policy and by holding department-wide human resource development meetings (\*2), we ensure the validity and objectivity of personnel evaluation goals, evaluation results (\*3), and development policies, etc., so that we can address employee growth and development as an organization.

We also believe that in order for the personnel evaluation system to function properly, it is extremely important to have dialogue and communication with each employee as a normal part of everyday work. We encourage managers to engage in dialogue and communication with employees on a regular basis with a view to developing the employees, and not only at mid-term dialogues and personnel evaluation feedback sessions. Furthermore, we have introduced multi-rater assessments to provide managers with greater self-awareness. Feedback is given based on responses from subordinates and colleagues regarding items such as leadership and talent development.

(\*1) For managers at the head office and nationwide sales offices, the evaluation framework includes criteria that measure not only individual performance but also organizational performance.

(\*2) Meetings in which the organization discusses the setting of goals for each employee in personnel evaluations, the appropriateness of evaluation results, and employee development policies, with the aim of developing employees throughout the organization.

(\*3) In our personnel evaluation system, employees work with their evaluator at the beginning of the fiscal year to set evaluation goals and then hold regular dialogues afterward. After the end of the fiscal year, employees give a self-assessment of their goals, and the evaluator also makes an assessment. The evaluation results are then shared with the employee as feedback.

## Financial Wellness

As a system to help our employees build wealth in the medium and long term, we have established the Japan Post Insurance Employee Shareholding Association for full-time employees and other employees.

We also have other welfare systems in place, such as property accumulation savings and group payment of insurance premiums. We work to enhance these systems and disseminate them to employees in order to support the asset formation of the employees who create value for the company.



## Promoting Diversity and Flexible Work Styles

Based on "3. Promote the active participation of diverse human resources and flexible work styles" of our ["Three Basic Principles of Human Capital Management"](#), we are committed to creating a diverse and vibrant organization, respecting the human rights of all people involved in our business activities, ensuring a safe and comfortable work environment, and creating a rich workplace where individual employees can exercise their independence and creativity.

### <Three Basic Principles of Human Capital Management>

1. Establish a corporate culture in which employees act independently
2. Secure human resources in a strategic manner
- 3. Promote the active participation of diverse human resources and flexible work styles**

Promoting Expanding Roles of women

Support for Balancing Work with Childcare and Nursing Care

Hiring a Diverse Workforce

LGBT Friendly

Promoting Flexible Work Styles

\* For our Health and Safety and Health Management initiatives, please refer to [here](#).

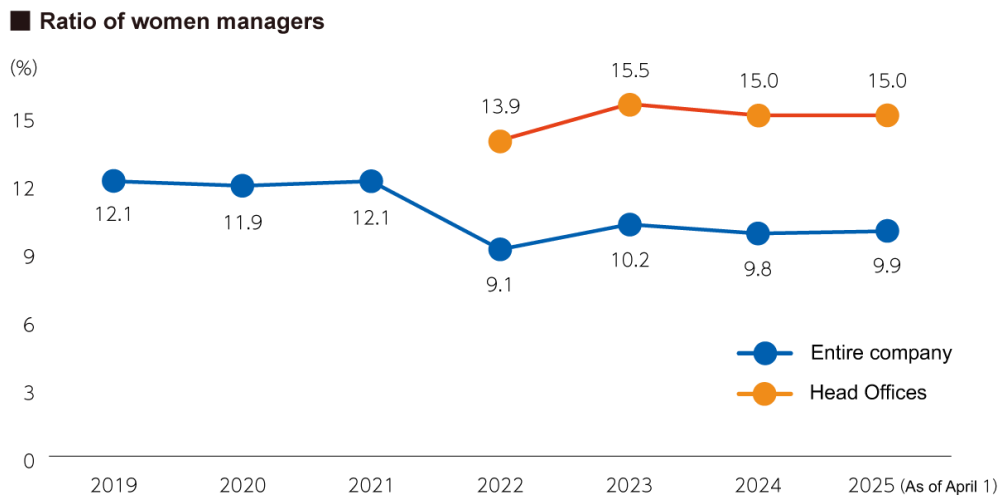


## Promoting Expanding Roles of women

The company will support more women so that they can be active in various workplaces and positions.

### Appointment of Women Managers

Our goal is to increase the ratio of women managers at the head offices (including Services Centers) to 30% or more by April 1, 2031. We provide training for women who are expected to play an active role as managers in the future. The aim is to foster awareness of promotion to management positions, and enabling employees to gain skills.



Click on the image to open the zoom-in version in a new window.

\* FY2022 fell significantly in comparison to FY2021 due to the increase in the number of employees assigned to Japan Post Insurance from Japan Post Co., Ltd. in conjunction with the shift to the new Japan Post Insurance sales system. 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). 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.).

- [Our Plan of Action for General Employers based on the Act on the Promotion of Women Participation and Career Advancement in the Workplace](#)
- [Ratio of women managers \(ESG data\)](#)



## Initiatives to raise employee awareness

### 【Information about Role Models】

To encourage employees to think about their own careers, we have introduced various career plans and their thoughts on future careers in the company internal newsletter.

We also have Kampo Junction that introduces the stories of our employees who are active in the Company.

### 【Understanding Unconscious Bias】

We conduct Unconscious Bias seminars to help employees understand their own unconscious tendencies to prejudice and prejudice. We believe that understanding our own tendencies will help us to accept diverse opinions and provide an opportunity to expand and develop the range of our thinking.

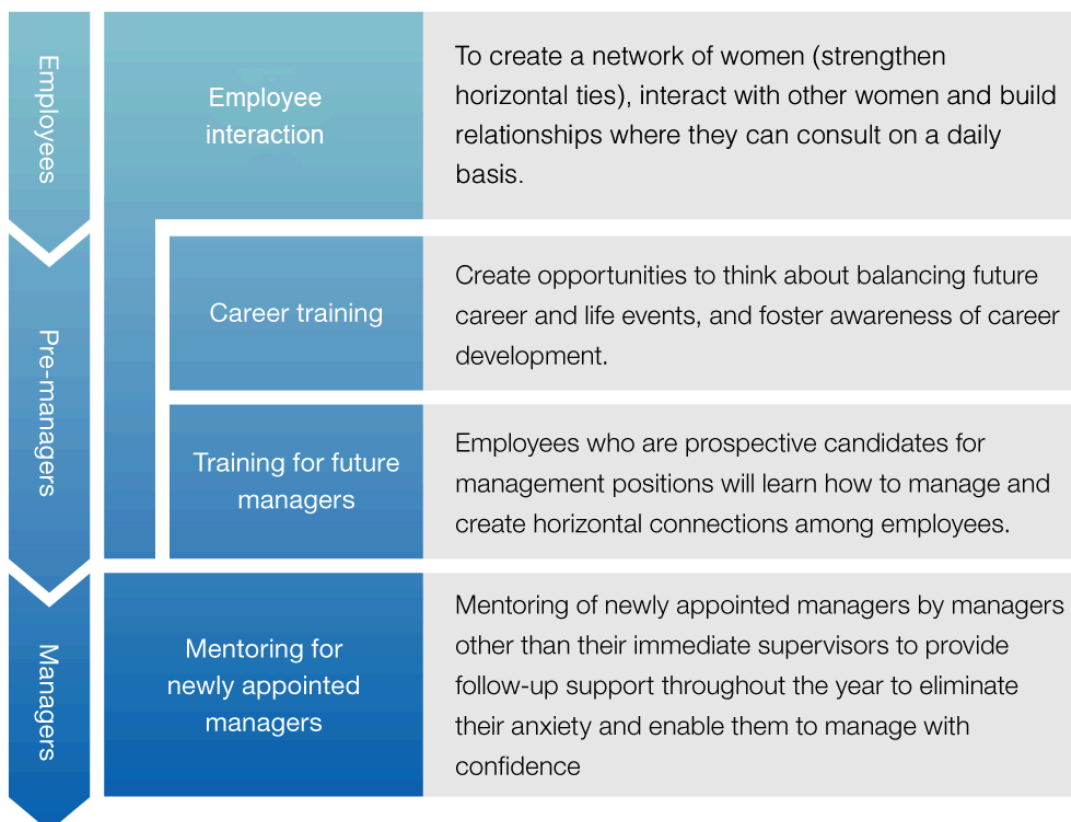
### 【Survey for all employees on their willingness to be promoted】

We conduct the survey for all employees regarding their willingness to be promoted. Based on the results of the survey, we are implementing measures to resolve the issue.

▶ [Kampo Junction](#)

## Employee Development and Networking for women

We are working on systematic and continuous development of women by providing opportunities for employee interaction and training for pre-managers.



Click on the image to open the zoom-in version in a new window.



## External Activities

### "Declaration on Action" by a group of men leaders who will create "A Society in which Women Shine"

Japan Post Insurance has endorsed the "Declaration on Action" by a group of men leaders who will create "A Society in which Women Shine," which is supported by the Gender Equality Bureau, Cabinet Office, and takes part in the General Meeting.

- [Endorsement of the "Declaration on Action" by a group of men leaders who will create "A Society in which Women Shine", Gender Equality Bureau, Cabinet Office \(in Japanese\)](#)

**(Reference) A group of men leaders who will create "A Society in which Women Shine"**

On March 28, 2014, a kick off meeting to create "a society in which women shine" was held at the office of the Prime Minister in order to create a nationwide movement to support women who will and do shine in various fields.

In succession to this, men leaders who have already been involved in promoting an active role of women in their own organization were invited to discuss the role of men leaders in Japan and "Declaration on Action" by a group of men leaders who will create "A society in which Women Shine" was announced.

- ["Declaration on Action" by Leaders Coalition for Empowerment of Women\(in Japanese\)](#) 

## Other

Our efforts were listed as good examples in the Cabinet Office Gender Equality Bureau's FY2023 Case Studies for the Acceleration of Women's Advancement.

- [FY2023 Case Studies for the Acceleration of Women's Advancement, Gender Equality Bureau, Cabinet Office \(in Japanese\)](#) 

**(Reference) FY2023 Case Studies for the Acceleration of Women's Advancement**

This is a compilation of the results of a survey that the Cabinet Office Gender Equality Bureau conducted of companies listed on the Tokyo Stock Exchange Prime Market, regarding the positive effects of increasing women's advancement and good examples of companies that have promoted women's advancement."

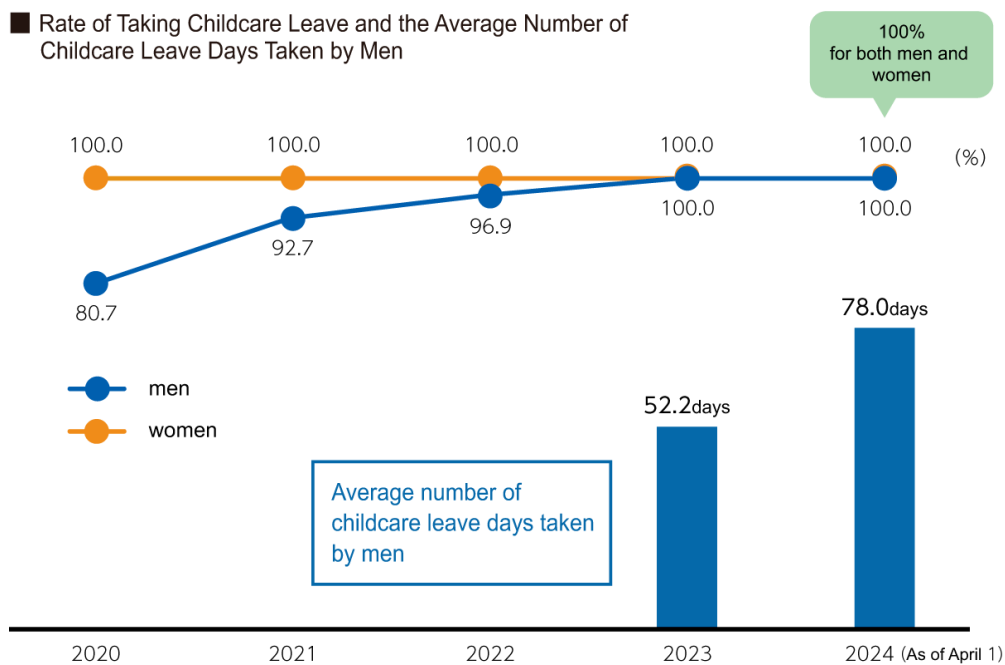


## Support for Balancing Work with Childcare and Nursing Care

Our goal is to increase the percentage of both men and women taking childcare leave to 100% by the fiscal year 2025.

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. As a result of addressing this issue, the average number of childcare leave days taken by men has also been increasing. We will continue efforts to support balancing work with childcare and nursing care.

Additionally, We received "Platinum Kurumin" certification from the Ministry of Health, Labour and Welfare in recognition of these initiatives in the fiscal year 2018. Also, we were selected as a "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.



Click on the image to open the zoom-in version in a new window.

(\*) From fiscal year 2023, the calculation method has been changed to include seconded employees from our company, excluding those seconded from other companies



## Childcare-related Systems

Acquisition Period	Program name
In case of pregnancy	Measures to ease commuting
	Exemption from work for rest and predation while on duty
	Exemption from work for health guidance and health checkups
	Administrative conversion measures, reduction of administrative work, and reduction of working hours
Pre-birth	Maternity leave
	Exemption from work for health guidance and health checkups
	Administrative diversion measures, reduction of administrative work, reduction of working hours
After childbirth	Postpartum maternity leave
	Childcare leave
After return-to-work	Nursing time
	Partial childcare leave
	Child nursing care leave
	Exemption from overtime work, etc., and restrictions on overtime and late-night work
	Services to support childcare (various subsidies)
	Change of course for short-time worker course

Click on the image to open the zoom-in version in a new window.



## Support for Balancing Work and Childcare

Measure	Programs of the Japan Post Group					
	Regular employees		Rehired elderly employees		Associate employees Fixed-term employees	
	Time	Wages	Time	Wages	Time	Wages
Childcare leave	Until the child is 3	No <sup>(*1)</sup>	Until the child is 3	No <sup>(*1)</sup>	Associate employees: until the child is 3 Fixed-term employees: until the child is 1	No
Partial childcare leave	Until the end of the fiscal year in which the child reaches the age of 9 <sup>(*2)</sup>	No	Until the end of the fiscal year in which the child reaches the age of 9 <sup>(*2)</sup>	No	Until the end of the fiscal year in which the child reaches the age of 9 <sup>(*2)</sup>	No
Time for childcare <sup>(*3)</sup>	2x per day, 45 min. each	Yes	2x per day, 45 min. each	Yes	2x per day, 30 min. each	No
Sick/injured childcare leave <sup>(*4)</sup>	Up to 5 days (10 days if 2 or more children)	Yes	Up to 5 days (10 days if 2 or more children)	Yes	Up to 5 days (10 days if 2 or more children)	No
Exemption from overtime work or work during weekly days off	Until child(ren) start(s) elementary school	-	Until child(ren) start(s) elementary school	-	Until child(ren) start(s) elementary school	-
Restrictions to overtime work	Within 24 hours per month Within 150 hours per year	-	Within 24 hours per month Within 150 hours per year	-	Within 24 hours per month Within 150 hours per year	-
Exemption from late-night work, etc.	Until child(ren) start(s) elementary school	-	Until child(ren) start(s) elementary school	-	Until child(ren) start(s) elementary school	-
Change to work schedule with shorter working hours	Available	-	-	-	-	-
Rehiring of retired employees	Available	-	-	-	-	-

(\*1) Employees can take childcare leave regardless of gender. Although payment of wages during childcare leave is not required under the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, at the Company the first three days of childcare leave will be paid, up to the day following eight weeks calculated from the date of the child's birth or the expected date of the child's birth, whichever is later.

(\*2) In the case of a child with disability or chronic illness, until the end of the fiscal year in which children reach the age of 12

(\*3) Employees can take "childcare leave" for childcare purposes, such as breastfeeding and taking their child to and from daycare until the child reaches the age of one.

(\*4) This applies only to children who reach the age of 9 and are between now and the first March 31st after that date (children who have not yet completed the third grade of elementary school).

(\*) The table above presupposes that employees work 8 hours per day.



## On-site Daycare Center

In April 2019, the Japan Post Group opened an on-site daycare center, Yutemachi Nursery, in the Otemachi Head Office building.

## Promotion of Childcare Leave

From May 2023, we have made it mandatory for employees to take paid childcare leave. (Employees who have not taken leave before or after childbirth must take the first three days of childcare leave (paid) within eight weeks and one day from the date on which the child is born or the expected date of childbirth, whichever comes later.)

## Promotion of Men Participation in Childcare

We encourage employees who are expecting a child to take childcare leave. In addition, we encourage employees to participate in childcare by using the Childcare Leave Guidebook for Dads.

## Nursing Care Related Systems

Program name
Nursing care leave
Partial nursing care leave
Days off for nursing care
Exemption from overtime work, etc., and restrictions on overtime and late-night work
Services to support care
Change of course to shorter working hours course

Click on the image to open the zoom-in version in a new window.



## Support for Balancing Work and Nursing Care

Measure	Programs of the Japan Post Group					
	Regular employees		Rehired elderly employees		Associate employees Fixed-term employees	
	Time	Wages	Time	Wages	Time	Wages
Nursing care leave	183 days in total (continuous or intermittent)	No	183 days in total (continuous or intermittent)	No	Associate employees: 183 days in total Fixed-term employees: 93 days in total (continuous or intermittent)	No
Partial nursing care leave	5 years (continuous or intermittent)	No	5 years (continuous or intermittent)	No	5 years (continuous or intermittent)	No
Days off for nursing care	Up to 5 days (10 days if caring for 2 or more people)	No	Up to 5 days (10 days if caring for 2 or more people)	No	Up to 5 days (10 days if caring for 2 or more people)	No
Exemption from overtime work or work during weekly days off	While caring for a family member who requires nursing care	-	While caring for a family member who requires nursing care	-	While caring for a family member who requires nursing care	-
Restrictions to overtime work	Within 24 hours per month Within 150 hours per year	-	Within 24 hours per month Within 150 hours per year	-	Within 24 hours per month Within 150 hours per year	-
Exemption from late-night work	While caring for a family member who requires nursing care	-	While caring for a family member who requires nursing care	-	While caring for a family member who requires nursing care	-
Change to work schedule with shorter working hours	Available	-	-	-	-	-
Rehiring of retired employees	Available	-	-	-	-	-

(\*) The table above presupposes that employees work 8 hours per day.

## Training and Seminars

### 【Seminars on childcare】

In order to facilitate a smooth return-to-work, we hold seminars for employees who are raising children, in which couples can participate.

### 【Seminars on nursing care】

We hold training on internal and external systems related to nursing care.

In addition to this, an e-learning environment has been created to allow for self-improvement during childcare or nursing care leave.



## Work-Life Balance Guidebook

We post the Work-Life Balance Guidebook, which describes various support systems for childcare and nursing care, on the company portal site. We have also established the Work-Life Balance Information Website to provide a place for Group employees to exchange information.



## External Evaluation and Support for Initiatives

### External Evaluation

In March 2024, we were selected as a "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. The "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting" is an award selected companies that are particularly outstanding in their efforts related to "support for all employees to manage to strike a balance between empowerment in the workplace and child rearing (i.e. dual-career and co-parenting)."



We have received Kurumin Certification from the Ministry of Health, Labour and Welfare since 2013, and acquired Platinum Kurumin Certification in March 2019. The Platinum Kurumin Certification system recognizes companies that are pursuing initiatives at an advanced level among companies that have received Kurumin Certification as childcare support companies.





As a company that promotes the establishment of a work environment which accommodates both work and nursing care for family members, the prevention of voluntary resignation due to nursing care for family members, and support toward reinstating employment, we have received the symbol mark "Tomonin" set up by the Ministry of Health, Labour and Welfare.



## Support for Initiatives

### IkuBoss Corporate Alliance

In 2017, we became a member of the IkuBoss corporate alliance and have been actively raising the awareness of managers, considering the work-life balance of their subordinates, supporting their careers and lives, and fostering bosses who can enjoy their own work and personal lives while achieving results for the organization.

#### [WEPs]

In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Established by UN Women and the UN Global Compact Office

In 2022, we declared our support for the Women's Empowerment Principles (WEPs).

The WEPs consist of seven international principles to promote women's economic empowerment to encourage vigorous corporate activity and growth through autonomous corporate initiatives, positioning gender equality and women's empowerment at the core of management.

#### [the Declaration for 100% Paternity Leave]



In 2025, we endorsed the Declaration for 100% Paternity Leave. The Declaration for 100% Paternity Leave was initiated in 2019 by Work-Life Balance Inc. It is a pledge made by company executives who set goals and implement concrete measures to achieve a 100% paternity leave acquisition rate among men. As of the time of our endorsement, more than 200 companies have joined in support, united in their aim to reform traditional practices.



## Hiring a Diverse Workforce

### Employment of People with Disabilities

The Japan Post Group's goal is to increase the percentage of employment rate of people with disabilities to 3.0% or more by March 31, 2026.

We actively promote the employment of people with disabilities recognizing that fairly evaluating and providing work opportunities for a diverse population is a part of our corporate social responsibility. In addition, we are promoting measures such as establishing a dedicated consultation service for employees with disabilities and providing opportunities for dialogue, thereby supporting the retention of employees with disabilities in the workplace.



▸ [Rate of employees with disabilities \(ESG data\)](#)

### Administrative Support Team and Cafe Team from Diversity Promotion Office

The Diversity Promotion Office is staffed by employees with disabilities who provide administrative support and run the Company's in-house cafe. The Administrative Support Team takes care of regular tasks that arise in various departments, such as delivering mail, refilling photocopiers with paper, and disposing of shredded garbage, thereby lending a helping hand to "scratch the itch" of other teams. The Cafe Team sells beverages such as coffee and tea, as well as freshly baked bread and other refreshments to spread "smiles and deliciousness" to employees.



Preparing mail for delivery to other departments



Preparing to sell bread



## Acceptance of Trainees

The Diversity Promotion Office regularly receives trainees from special support schools. The Company has prepared a practical program with which to support students who are considering taking up employment at a company, allowing them to not only experience actual work for a prescribed period of time alongside members of the Administrative Support Team and Cafe Team, but also to participate in morning and closing assemblies and practice through workplace etiquette such as giving and receiving greetings.

## Contribution of the Formation of a Diverse Society through Support for Wheelchair Tennis

As a top partner of the Japan Wheelchair Tennis Association, we support wheelchair tennis. In addition, to contribute further support, we welcomed OHTANI Momoko, a wheelchair tennis player, as a full-time company employee in FY2020. We support her activities and communicate to society how she continues to challenge herself to achieve her dreams.

▶ [OHTANI Momoko special page \(in Japanese\)](#)



## Elderly Reemployment System

In accordance with the Act on Stabilization of Employment of Elderly Persons, the mandatory retirement age for employees has been set at 65.

## Recruitment in various areas in Japan

We employ career-track positions in all areas of the country, as well as area core positions and general positions in each area.

▶ [New hires Data \(ESG data\)](#)



## LGBT Friendly

We are conducting training to deepen the understanding of polymorphous sexuality and promoting the expansion of allies who understand and support LGBTQ+\*, aiming to become a LGBT friendly company. We continue to create a working environment in which all employees can develop their talents, so that they can work with energy and vitality.

(\* ) The first letters of the four words L (lesbian), G (gay), B (bisexual), and T (transgender) are arranged, and Q (questioning and queer) is added to "+" to signify diversity outside of the existing framework.

### Policy

The Japan Post Insurance Human Rights Policy clearly states, "The Company does not discriminate based on race, color, gender, sexual orientation, gender identity, language, religion, politics, creed, nationality, ethnicity, age, social origin, poverty or wealth, birth, disability, etc."

### Personnel System

In the company regulations, the term "spouse" for bereavement leave and marriage leave is clearly defined as "including those who are in a so-called common-law relationship and those who have a notarized agreement contract for joint life (a certificate of partnership issued by the local government, if any).

### Support for Initiatives

We support Tokyo Pride 2025\*.

(\* ) This event, organized by the specified nonprofit corporation Tokyo Rainbow Pride, incorporates an intersectional perspective that respects diverse backgrounds and viewpoints, aiming to address various human rights issues related to the LGBTQ+ community.

### External Indicators

Since 2017, we have consecutively received the highest rank, "Gold," in the PRIDE INDEX\*.

(\* ) "work with Pride" General Incorporated Association established in 2016 as Japan's first evaluation index for LGBTQ+ initiatives in the workplace.





## Trademark Registration of Symbol Mark

In FY2020, as an LGBT-friendly insurance company, we have registered this trademark as a symbol of our efforts to promote the sharing of appropriate understanding and knowledge of LGBT issues.



Our trademarked LGBT ALLY logo

## Promoting Flexible Work Styles

### Diversifying Ways of Working

We have established an environment in which employees can choose from among a variety of work styles, including shortened working hours, flextime, and re-employment.

### Promoting Telework

Since fiscal year 2020, we strive to improve operations and productivity via telework. We also strive for employee well-being. To implement telework more effectively, we continue to improve the telework environment by reviewing paper-based workflows that assume commuting to the office, using communication tools, more flexibility training and the adoption of cloud storage services to cope with the increase in data volume.

### External Indicators

As a company with ample results, among all companies and organizations that have introduced or utilize teleworking, we were certified among the "Top Hundred Telework Pioneers" by the Ministry for Internal Affairs and Communications.





## Health and Safety / Health Management

Health and Safety Initiatives

Health Management Initiatives

### Health and Safety Initiatives

The Japan Post Group, under the following policies established with the agreement of the officers in charge of human resources of the four Group companies, has appointed these officers to lead the promotion of health and safety and is working to secure employee safety and to maintain and improve employee health. As one of the companies in the Japan Post Group, we are working to prevent occupational accidents, prevent the impairment of employees' health, and create a comfortable workplace environment by observing the occupational health and safety laws and other related laws and regulations, and striving to ensure the safety of employees while maintaining and improving their health.

#### Japan Post Group Health and Safety Policies

- We aim to prevent occupational accidents and create a comfortable work environment
- With the cooperation of our employees, we will engage in voluntary activities in the workplace to further improve health and safety standards at each worksite
- To prevent health problems among our employees, we will enact health management measures, overwork prevention measures, and mental health promotion measures
- In addition to training health managers to strengthen our health and safety management system, we will launch health education initiatives to raise employee awareness of health and safety
- We will comply with laws and regulations related to occupational safety and health, as well as internal rules, etc.

### Initiatives Involving Business Partners

The Company also recognizes the importance of health and safety initiatives being implemented by its business partners, and has established items related to occupational health and safety in the Japan Post Group CSR Procurement Guidelines. The guidelines require that business partners prevent unforeseen accidents and disasters by maintaining and improving the occupational safety and health environment of employees and all workers, through efforts such as ensuring workplace safety, managing facilities and the workplace environment, ensuring sanitary workplace conditions, periodically managing the health of employees, taking appropriate action to prevent occupational accidents, illness and injury, thoroughly responding in the event of emergencies, and providing education and training to employees.

▸ [Supply Chain Management](#)

▸ [Japan Post Group CSR Procurement Guidelines](#)



## Health and Safety Management System

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The Company holds a monthly Health and Safety Committee meeting, whose members are selected from industrial physicians, health supervisors, and employee representatives, at offices with 50 or more employees. The committees discuss themes including the prevention of occupational accidents, the status of overtime work, and various health issues. In addition, industrial physicians and health supervisors conduct workplace inspections to check for health and safety issues and make improvements.

## Health and Safety Risk Management System

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The Japan Post Insurance Co., Ltd. has appointed a Chief Risk Officer from among its executive officers to control the company's risk management and to build, verify, and upgrade risk management systems in accordance with changes in risk management circumstances and the operating environment. Furthermore, the CRO reports on the status and initiatives of risk management to the Executive Committee and other bodies. From among the "business risks and other risk factors," we consider human risk to be a risk to business operations. We also recognize the risk of health and safety management problems in the workplace. Therefore, based on our business strategy and changes in the external environment, we annually review risks that could yield a significant impact on our business.

## Health and Safety Education and Training

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In cooperation with our occupational health staff, we require all employees to receive annual training on mental health (self-care, line-care training, etc.). In addition, we have established internal and external health consultation desks to maintain and improve the physical and mental health of our employees.

## Our Response to Occupational Accidents

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In the event of an occupational accident or potential occupational accident, we prepare a report in a prescribed format and submit it to the head office and other departments in charge, as well as to the director of the competent Labor Standards Inspection Office without delay. In addition, we conduct interviews and investigations of the relevant employees to identify the cause(s) of the problem and make efforts to prevent issues from recurring by studying and spreading remedial measures. In the event of a serious accident resulting in death, the relevant departments at the head office work together to conduct an on-site investigation, analyze the cause(s) of the accident, and take measures to prevent it from happening again.

▶ [The Incidence of Occupational Accidents \(ESG Data\)](#)



## Initiatives to ensure employee safety in the event of a natural disaster

As part of our crisis management response, we have established an emergency initial response plan, which defines specific procedures for ensuring the personal safety of employees, evacuation, and responding to injured persons in the event of an emergency. We also take steps to ensure a smooth initial response in the event of an emergency, such as posting disaster response guides, having employees carry emergency initial response cards, and conducting training on using safety confirmation services.

## Health Management Initiatives

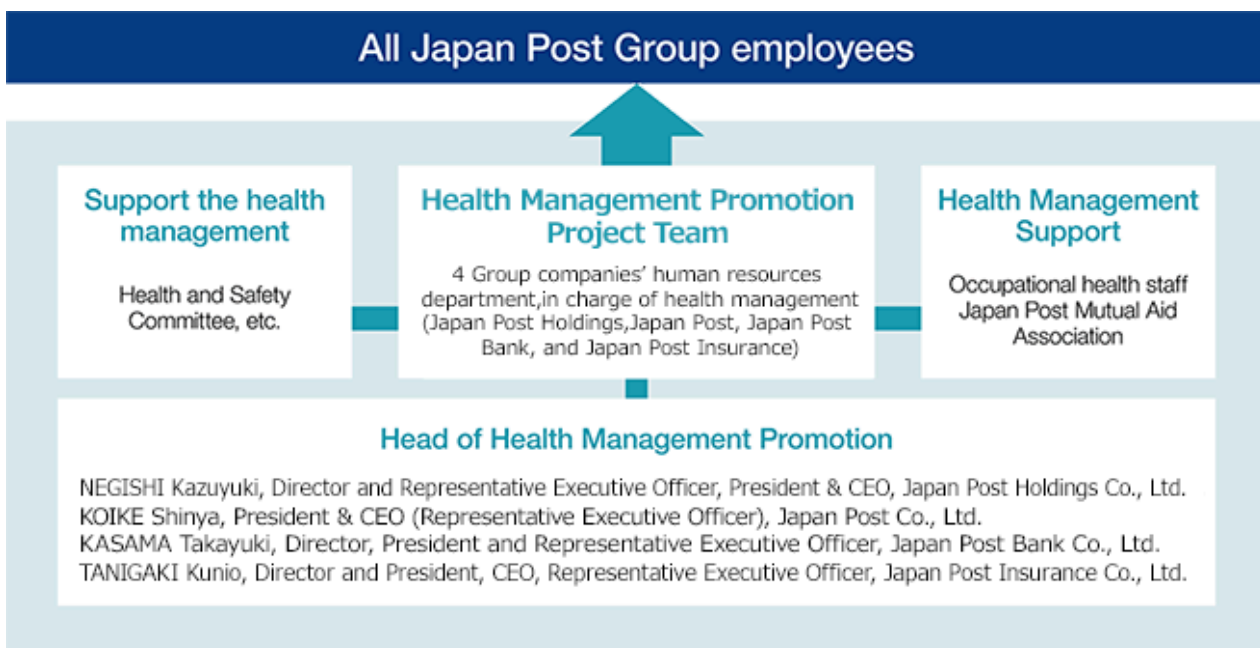
In line with the Japan Post Group policy that physical and mental health is important for each and every employee to fully demonstrate his or her abilities and work vigorously, we have established the Japan Post Group Health Management Promotion System. We work on measures to maintain and promote health,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

▶ [Health Management Initiatives of the Japan Post Group \(in Japanese\)](#)

## Establishment of the Japan Post Group Health Management Promotion System

The presidents of the four Japan Post Group companies are responsible for promoting health management. The Health Management Office plays a central role in promoting the health management of the Japan Post Group in cooperation with occupational health staff, the Japan Post Mutual Aid Association, and internal health and safety committee, etc.

The Japan Post Group Health Management Promotion System



Click on the image to open the zoom-in version in a new window.



## The establishment of the Health Management KPI in the Japan Post Group

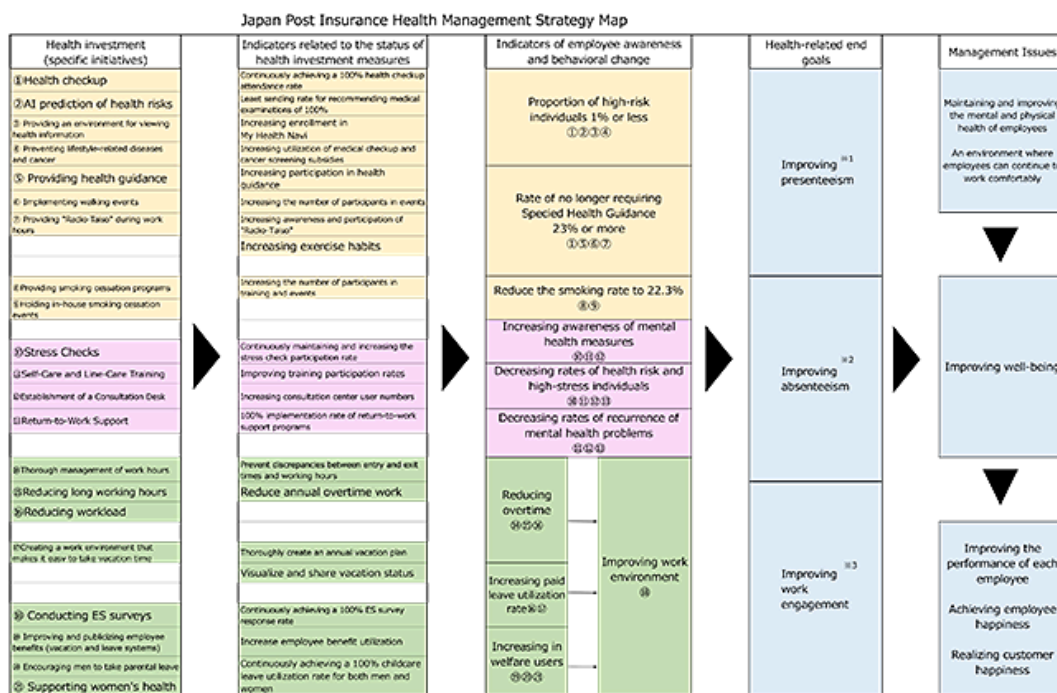
We have established two target indicators, "absenteeism" and "presenteeism," to manage the progress of Japan Post Group's health management.



Click on the image to open the zoom-in version in a new window.

## Japan Post Insurance's Health Management Strategy MAP and PDCA

Japan Post Insurance has developed a health management strategy map to consider, implement, and evaluate specific measures.

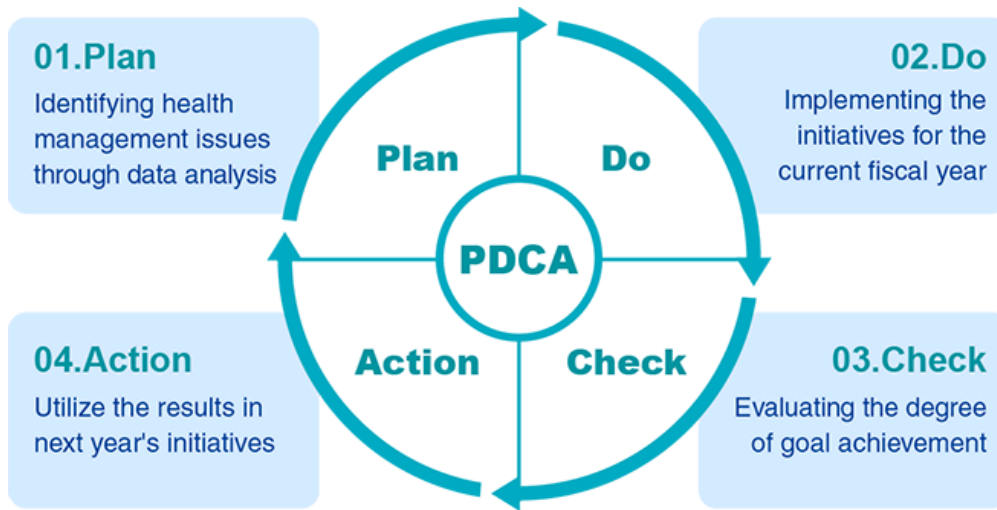


※1: Presenteeism: Reduced productivity at work due to health issues  
 ※2: Absenteeism: Absence from work due to health problems  
 ※3: Work engagement: A state in which the three elements of "safety," "autonomy," and "absorption" are present in one's work

Click on the image to open the zoom-in version in a new window.



In addition, we will analyze the current situation based on the results of health checkups and other data, identify issues, and then formulate and evaluate health management measures.



Click on the image to open the zoom-in version in a new window.

## Various Initiatives to Promote Health Management at Japan Post Insurance

### Initiatives for Health Promotion

- We are encouraging all employees to participate in "Radio-Taiso" exercise during working hours, as a companywide effort, and we are holding "Radio-Taiso" at all our offices across Japan. We promote employee health through "Radio-Taiso" and thoroughly manage health on a daily basis to ensure that we can provide high-quality services to our customers. Today, amid increasing attention to health management, we are holding "Radio-Taiso" one-point lessons at locations across Japan to provide companies actively engaged in promoting employee health with explanations on aspects such as the purpose of each "Radio-Taiso" move and effective ways of moving.
- We encourage employees to use the pedometer function of our smartphone application "Kampo App" to give them opportunities to be more conscious of their health and make their lifestyle habits better by walking fast in everyday life and other measures.
- Based on the results of health checkups, AI predicts which employees are likely to be at high risk, and distributes leaflets encouraging them to seek medical advice as soon as possible. In addition, if a person is determined to be at high risk based on the results of their health checkups, we work with industrial health staff to encourage them to seek medical advice and provide health guidance.
- We have established the My Health Navi website to provide information on health checkup results and prevention of lifestyle-related diseases to improve health literacy.



Employee health indicators			FY2024
Periodic Health Examination Results	Percentage of employees requiring medical care 1 and 2 (*)	Overall	1.05%
	Obesity (BMI 25 or higher) rate	Overall	33.9%
	Smoking rate	Overall	27.4%
Escape rate for specific health guidance		Overall	21.0%
Stress check implementation rate		Overall	92.6%

(\*) Medical care required 1 and 2: Those who require urgent or immediate medical care.

Click on the image to open the zoom-in version in a new window.

### Efforts to Quit Smoking

- To prevent passive smoking, offices with smoking rooms have completely separate smoking areas, while offices without smoking rooms have a total ban on smoking.
- Since October 22, 2018, we have designated the 22nd of every month as Kampo No-Smoking Day. We work to raise awareness of smoke-free efforts by using a smoke-free awareness booklet and raising the issue at Health and Safety Committee meetings.
- In cooperation with the Japan Post Mutual Insurance Association, we work to encourage behavioral change among our employees by offering online smoking cessation programs.

### Mental Health Measures

- To prevent mental health problems, we have established a Mental and Physical Health Consultation Desk in cooperation with occupational health staff, etc. We have a system in place to provide consultation in person, by phone or e-mail.
- To detect mental health problems at an early stage and improve the work environment, we conduct stress checks once a year at all business bases.
- To ensure that employees with mental health problems can return to work smoothly, we have formulated a Return-to-Work Support Program. We have also established a Return-to-Work Support Committee.  
In addition, to support the return-to-work of employees with mental health problems, we offer a counseling program for employees who have been absent from work due to mental health problems.



## Certified Health and Productivity Management Outstanding Organization

We were selected for the eighth consecutive year as a Certified Health and Productivity Management Outstanding Organization in the large enterprise category under a recognition program designed by the Ministry of Economy, Trade and Industry (METI) in which the Nippon Kenko Kaigi recognizes enterprises that are engaged in efforts to address health issues or are particularly outstanding in the practice of health and productivity management for promoting health.



▶ [Health Management Initiatives - JapanPost Insurance Co.,Ltd.](#) 



## Labor Standard

### Efforts to Reduce Working Hours

We comply with laws and regulations related to working hours, such as 36 Agreements, set limits on overtime work below the legal requirements, and have a policy of reducing excessive working hours. Based on this policy, we work on the proper management of working hours at each workplace so that each and every employee can fully demonstrate his or her abilities and work with vigor. We also implement a variety of initiatives to reduce overtime work by improving operational efficiency and reforming work styles. In addition, the human resources division regularly monitors the number of overtime hours worked by employees and the status of paid leave usage, and shares the results with each workplace to encourage improvements.

Note: We pay wages required by laws and regulations for all overtime work. (Excluding employees receiving a management allowance)

- ▶ [ESG Data - Social "Work-Life Balance" \(Monthly average amount of overtime per employee and Rate of taking paid leave\)](#)

### Wage Management

Our basic policy is to comply with minimum wage law and other labor laws and regulations and to pay all employees a wage that exceeds the regional minimum wage so that they can maintain the minimum standards of wholesome and cultured living. In line with our employee compensation regulations, we pay wages appropriate to the position and content of each job, and we have made efforts to raise wage levels so that employees in all regions can enjoy a more affluent life, and we will continue to do so.

In addition, there is no disparity in the wages we pay based on nationality, creed, social status, or gender. We support the International Labour Organization's Convention No. 100 "Convention concerning Equal Remuneration for Men and Women Workers for Work of Equal Value" and set pay standards without gender-based discrimination for work of equal value. We also regularly monitor differences in average wages between men and women.

Note: We comply with the Labor Standards Act. In cases where an employee must be laid off due to unavoidable circumstances such as business downsizing, we generally give at least 30 days' advance notice prior to the termination date. When the termination is immediate, we provide a dismissal notice allowance equivalent to 30 days of average wages.

- ▶ [ESG Data - Social "Salary" \(Average annual salary and Wage difference between men and women\)](#)



## Labor-Management Relations

In accordance with the Japanese Constitution and the Labor Union Law, we respect the rights of workers (the right to organize, to bargain collectively, and to take other collective actions).

The Japan Post Group, including the Company, has organized labor unions such as the Japan Postal Group Union. They conduct regular consultations and engage in collective bargaining on an equal footing between labor and management regarding various working conditions, including employee wages and working hours, and other matters.

(\*) Number of employees covered by collective bargaining agreements as of March 2025: approx. 18,000 (roughly 90% of our total workforce)

## Promotion of Understanding Among Employees

We provide all employees, including regular and contract employees, with information and training on laws and regulations related to labor standards (36 Agreements and other laws and regulations related to working hours, etc.) and explanations. We work to promote understanding of labor standards.



## Social Contribution Activities

Our predecessor, the Postal Life Insurance Service, was born more than a century ago when it was difficult for people, with only a handful of exceptions, to purchase life insurance. Behind this initiative was a commitment to popularizing basic coverage through the familiar network of post offices, by offering insurance for small coverage amounts through simple procedures.

Inheriting this commitment to the goal of contribution to resolving social issues, the Company is actively involved in social contribution activities.

In particular, we have uphold the following three areas related to the life insurance business on our Management Policy and Materiality, and are promoting social contribution activities: health promotion and enhance Well-Being, environmental protection, and development of local communities and society.

### Management Policy

- 5. We actively contribute to health promotion, environmental protection, and the development of local communities and society as a whole.

### Materiality

- 2 Deploy solutions to improve well-being and protect smiles and health
- 3 Contribute to the development of safe, secure, and comfortable communities and a society where diversity and human rights are respected
- 4 Contribute to environmental conservation that nurtures abundant nature

## Health Promotion and Enhancement of Well-Being



"Radio-Taiso"



Kampo App



Kampo Platinum Life Service

## Environmental Conservation



Environmental Conservation



## Development of Local Communities and Society

Support for wheelchair tennis and boccia

Sponsorship of NHKSO Beethoven 9th Special Concert

Sponsorship of Festivals Across Japan

Children's Rights and the Development of the Next Generation

Financial Inclusion

Social Contribution Activities at Each Base

## Health Promotion and Enhancement of Well-Being

### "Radio-Taiso"

The Postal Life Insurance Bureau of the Ministry of Communications, the origin of the Company established "Radio-Taiso" as National Health Exercise Program in 1928. It was widely spread through radio broadcasts by the NHK (Japan Broadcasting Corporation). We have assumed the role of promoting the exercise program, first undertaken by the Ministry of Communications and then by its successors, namely the Ministry of Posts and Telecommunications, the Postal Service Agency and Japan Post prior to privatization. We have been working together with Japan Broadcasting Corporation and the NPO Japan Radio-taiso Federation to promote the program. In the age of the 100-year life, we will continue to convey the warmth and appeal of "Radio-Taiso" to help solve social issues such as improving the health of everyone and revitalizing local communities.

▶ ["Radio-Taiso" / "Minna no Taiso" \(Exercise for Everyone\) \(in Japanese\)](#)



## Festival of 10 Million People's "Radio-Taiso" and "Minna no Taiso"

As the biggest event in the field of "Radio-Taiso", we have held the event once a year since 1962 with the aim of having as many as 10 million people perform "Radio-Taiso" at the same time. Many people have participated through television and radio.



	Date	Venue	Number of venue participants
64th	August 17, 2025	Hiroshima City, Hiroshima	About 1,700 people
63th	August 4, 2024	Asahikawa City, Hokkaido	About 2,300 people
62th	August 20, 2023	Yokohama City, Kanagawa	About 1,000 people
61th	July 31, 2022	Ichinomiya City, Aichi	About 1,000 people
60th	Cancelled in FY2021 due to COVID-19		

Click on the image to open the zoom-in version in a new window.

▶ [Festival of 10 Million People's "Radio-Taiso" and "Minna no Taiso" \(in Japanese\)](#)

### "Radio-Taiso" and "Minna no Taiso" Tour

From July 20 to August 31, the summer tour of Radio-Taiso and Minna no Taiso had been held, with the Minna no Taiso events broadcast live nationwide on NHK Radio 1.

▶ [Special Website for "Radio-Taiso" and "Minna no Taiso" Tour \(in Japanese\)](#)



## All-Japan Elementary School "Radio-Taiso" Competition

We started this competition in 2014 with the hope of contributing to the physical fitness of elementary school children across the country by encouraging them to enjoy doing "Radio-Taiso" through participation in this competition. We contribute to the physical fitness of elementary school children throughout Japan through "Radio-Taiso."

	Application period	Number of applications
12th	May 12, 2025 - September 12, 2025	About 400 applications
11th	June 3, 2024 - September 13, 2024	About 400 applications
10th	June 1, 2023 - September 15, 2023	About 400 applications
9th	June 1, 2022 - August 12, 2022	About 320 applications
8th	June 1, 2021 - August 31, 2021	About 400 applications

Click on the image to open the zoom-in version in a new window.

## "Radio-Taiso" Attendance Card

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



©2025 Pokémon. ©1995-2025 Nintendo/Creatures Inc./GAME FREAK inc.

Pocket Monsters and Pokémon are registered trademarks of Nintendo, Creatures Inc., and GAME FREAK inc.



## Health Promotion Information Magazine "Radio-Taiso®"

We regularly publish an information magazine that contains information about "Radio-Taiso", such as useful tips, one-point lessons, and episodes told by people who are connected to "Radio-Taiso."

▸ [Health Promotion Information Magazine "Radio-Taiso®" \(in Japanese\)](#)

## Collaborative Research to Verify the Health Benefits of "Radio-Taiso"

We conducted a joint study on the health benefits of Radio-Taiso in collaboration with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology, Tokyo Medical University, and NPO Japan Radio-Taiso Federation.

The results of this study were published in the Journal of Epidemiology, an international journal covering a broad range of topics in epidemiology and social medicine.

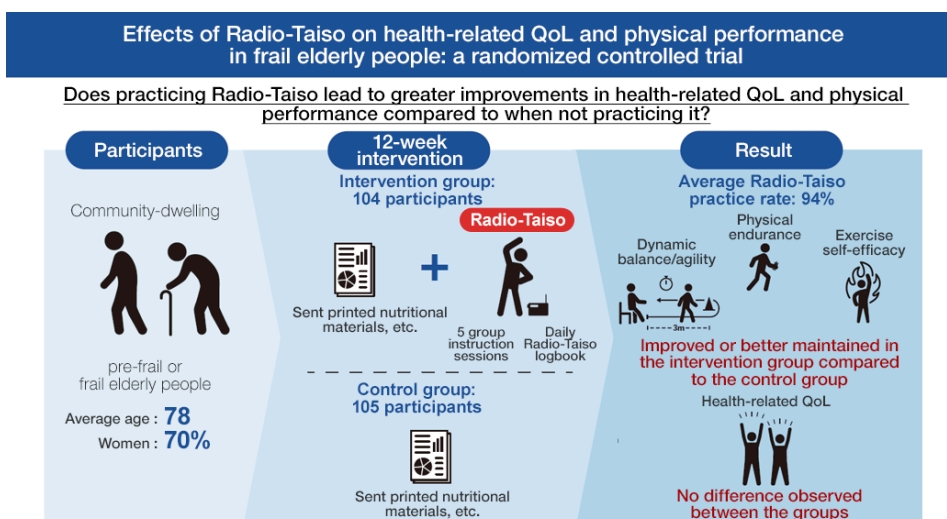
### Purpose of the Collaborative Research

"Radio-Taiso" is not only easy to do anytime, anywhere, by anyone, but also contains well-balanced elements of physical fitness necessary to maintain health, such as flexibility of joints and muscles, balance ability, lower limb muscle strength, coordination power, and total body endurance. It is thought that the habitual use of "Radio-Taiso" will contribute to the extension of healthy life expectancy. However, according to a survey of general consumers conducted by Japan Post Insurance in April 2021, while the recognition rate of "Radio-Taiso" in Japan is extremely high at 96.9%, only 11.7% of people do it at least once a week.

Based on the above, we conducted this joint research with the aim of raising public awareness of the health benefits of Radio-Taiso, as demonstrated through medical evidence, and encouraging as many people as possible to adopt Radio-Taiso as an ongoing habit.

### Method of Joint Research

We conducted a randomized controlled trial (12-week intervention period) to evaluate the effects of Radio-Taiso on health-related quality of life (QoL) and physical performance in frail or pre-frail elderly people.



Click on the image to open the zoom-in version in a new window.



<b>Frail/Pre-frail</b>	Frail is a term derived from "frailty" and refers to a condition in which functional ability has declined and there is a high risk of becoming dependent on nursing care. Pre-frail refers to the stage before frail.
<b>Health-related QoL (Quality of Life)</b>	A concept that evaluates an individual's quality of life from multiple dimensions, including physical, mental, and social aspects.
<b>Randomized controlled trial</b>	A randomized controlled trial divides participants into two groups at random in order to equalize participants' background information. This enables rigorous verification of the effects of Radio-Taiso.
<b>Exercise self-efficacy</b>	Refers to confidence in one's ability to continue exercising.

**Results of the Joint Study**

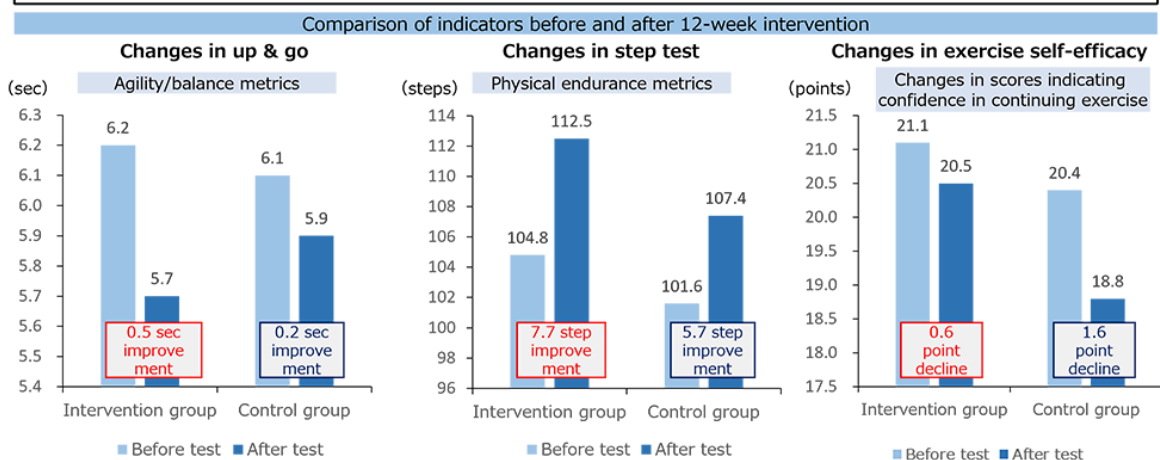
The study found that practicing Radio-Taiso was beneficial for improving agility/balance and physical endurance, as well as maintaining confidence in continuing exercise among frail or pre-frail elderly people.

On the other hand, no significant difference was observed in health-related QoL after twelve weeks of practice.

(1) Agility/Balance  
Up & go (time taken to stand up from a chair, walk around a marker, and sit back down)  
The intervention group showed significantly greater improvement than the control group.

(2) Physical endurance  
Step test (step count during a two-minute in-place march)  
The intervention group showed significantly greater improvement than the control group.

(3) Exercise self-efficacy  
Score indicating confidence in continuing exercise  
Decline was smaller in the intervention group compared to the control group.



Click on the image to open the zoom-in version in a new window.

For further details, please refer to the paper published in the Journal of Epidemiology.

[\[ Full paper \]](#)





## Environmental Conservation

▸ [Supporting Environmental Conservation Activities](#)

## Development of Local Communities and Society

### Support for wheelchair tennis and boccia

By supporting parasports including wheelchair tennis and boccia, we aim to achieve a society where all people can play an active part in their own ways.

We broadcast our support for wheelchair tennis and boccia on "Japan Post Insurance Junction," our owned media site. Please take a look.

▸ [Japan Post Insurance Junction #Parasports \(in Japanese\)](#)

### Wheelchair tennis support activities

Japan Post Insurance has been supporting wheelchair tennis as a top partner of the Japan Wheelchair Tennis Association (JWTA) since the fiscal year ended March 31, 2019. We sponsor wheelchair tennis competitions and wheelchair tennis events.





We employed OHTANI Momoko, a wheelchair tennis player competing on the global stage as a full-time company employee in FY2020. We support her activities and communicate to society how she continues to challenge herself to achieve her dreams.

[OHTANI Momoko special page \(in Japanese\)](#)



Since FY2022, Japan Post Insurance has been sponsoring the wheelchair tennis player TAKANO Shogo. He is gaining attention as a young wheelchair tennis athlete competing in ITF Competitions held worldwide and demonstrating his performance. (wheelchair tennis global ranking: 28th, as of October 6, 2025)



TAKANO Shogo





## <Next Generation Special Reinforcement Support Project for bringing junior athletes to the world stage>

While the Company has supported junior players through support for competitions in Japan up until now, it was very challenging for junior players to participate in international competitions on their own despite the fact that many players aim to compete globally. To provide an opportunity for these junior players to take their first step onto the world stage, we launched the Next Generation Special Reinforcement Support Project with the JWTA in the fiscal year ended March 31, 2024. In addition to establishing a new competition for juniors, we selected two players based on the result of the competition and sent them to a competition held overseas. Going forward, we will continue to support the sustainable development of wheelchair tennis through the training and support of next-generation players.



- [Japan Wheelchair Tennis Association \(in Japanese\)](#) ㊦



## Boccia support activities

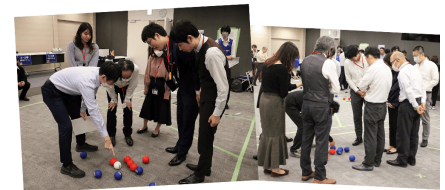
In 2022, we became a gold top partner of the Japan Boccia Association to provide support such as sponsoring boccia tournaments.

For some time, Japan Post Insurance has engaged in activities to popularize and promote "Radio-Taiso" as a form of exercise that is easily accessible "anytime, anywhere, for anyone," with the aim of helping promote the health of the population. We similarly support Boccia, another sport that can be enjoyed together by all people, regardless of age, gender, abilities and disabilities.



BOCCIA JAPAN CUP 2025 supported by Japan Post Insurance

We also hold internal boccia trials to encourage a greater knowledge of boccia among employees. As anybody can easily enjoy boccia, we use it as a means of stimulating communication within the organization.



- [Japan Boccia Association \(in Japanese\)](#)



## Sponsorship of NHKSO Beethoven 9th Special Concert

We strongly believe in the purpose of the NHK Symphony Orchestra, we sponsor NHKSO Beethoven 9th Special Concert. For the fiscal year 2024, we were honored with the 44th "Arima Prize" by the NHK Symphony Orchestra for its enduring sponsorship that offered ample opportunities for fans to enjoy performances and greatly contributed to the proliferation and advancement of Japanese musical culture.



## Sponsorship of Festivals Across Japan

We sponsor local festivals held in various parts of Japan.



Aomori Nebuta Festival



Tokushima City Awa Odori



## Children's Rights and the Development of the Next Generation

We respect the Children's Rights and Business Principles, and are supporting children who will lead the next generation.

### Key initiatives

- Providing educational endowment insurance through a nationwide network of post offices
- Financial Education
- Giving lectures at universities and elsewhere
- Conducting "Radio-Taiso" Competition for elementary school students and on-site classes of "Radio-Taiso"

### Financial Education

We offer financial education classes for children in the higher grades of elementary school, with the goal of improving children's financial literacy. Through our own original teaching materials, character videos, and work conducted in a game format, we strive to both provide fun lessons on the importance of financial preparedness for the future and impart knowledge that will be useful in the future.

Cumulative number of participants: approximately 740 (as of November 28, 2025)



Japan Post Insurance original teaching material "Money and the Future"

If you are interested in financial education provided by Japan Post Insurance, please contact us at the following.

[kampo-financialeducation.ii@jp-life.jp](mailto:kampo-financialeducation.ii@jp-life.jp)



## Giving lectures at universities and elsewhere

As a universal owner\* that contributes to the sustainable development of all aspects of the economy and society, we give lectures on sustainable investing at universities to contribute to the development of financial talent to support the next generation. We explain the significance of sustainable investing, specific initiatives undertaken by Japan Post Insurance, and their results with reference to actual investing case studies, and we endeavor to make the lecture content practical.

\* An institutional investor managing large amounts of money diversified widely across capital markets



A lecture in progress



## Financial Inclusion

Based on our management philosophy "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being." we offer personalized services to each and every one of our customers in every corner of the country.

- [Basic Policy for Customer-first Business Operations \(in Japanese\)](#)
- [Efforts to incorporate customer feedback into management](#)

■ Providing products with easy procedures and smaller coverage amounts through our nationwide post office network (universal service)

When our predecessor, the Postal Life Insurance Service, was founded in 1916, life insurance was difficult to obtain for all but the wealthy. The desire to make it accessible by providing smaller coverage amounts and spreading basic coverage through the familiar network of post offices led to the widespread adoption of life insurance to the extent that it became a part of the national culture. We continue to provide customers with simple and easy-to-understand products (easy procedures and smaller coverage amounts) and services today, mainly endowment insurance and whole life insurance, through our network of approximately 20,000 post offices.

No examination by physician is required (no medical examination) when applying for enrollment

Customers can enroll by reporting health status (with a declaration form)

No occupational restrictions

- [Products\(Annual Report 2025 P.9\)](#) 
- [Procedures \(in Japanese\)](#)

■ Providing personalized service to each customer

- [Support for customers with disabilities](#)
- [Developing the next generation](#)
- [Support for elderly customers \(Platinum Life Service\) \(in Japanese\)](#)



## Social Contribution Activities at Each Base

Based on the management philosophy "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being." we carry out community-based social contribution activities at our branches, regional headquarters, and service centers throughout Japan.

In addition, we sponsor activities and events held throughout Japan for the purpose of contributing to local communities and culture, environmental protection, etc.



Click on the image to open the zoom-in version in a new window.



## Support for Customers with Disabilities

We are implementing the following initiatives to ensure that customers with disabilities can complete procedures with ease.

### Publication of Various Information Guides in Braille

We will publish contract detail notifications in Braille based on requests from policyholders and others as well as publishing notices on maturity, pension payments, loan details, and loan repayment in Braille depending on the status of contract in force.

### Substitution and Other Initiatives

Upon requests for assistance from visually or hearing-impaired customers when applying for new contracts or making various types of requests, we have several employees who act on the customer's behalf. The employees read and write on behalf of the customer regarding the content of the application form, etc.

In addition, when the call center confirms the intentions of the policyholder when applying for a new policy, if the policyholder has hearing or speech disabilities, the call center will switch to a written or face-to-face method.

### Universal Design (Consideration for Diversity of Color Vision)

We work to create materials that can be easily understood by as many people as possible by adopting color universal design that considers the diversity of human color vision and universal design fonts that minimize misreading.

### Sign Language Interpretation Service

We respond to inquiries from customers with hearing or speech impairments through video calls, using sign language and written communication.

▸ [Sign Language Interpretation Service \(in Japanese\)](#)



## Special Treatment in Times of Disaster

When a disaster occurs and it is deemed necessary to meet the urgent needs of the situation, we will provide special treatment (emergency treatment) to affected customers.

During times of special treatment (emergency treatment), we will post the details and period of processing at the branches and the post offices the service is outsourced to.

### Details of emergency treatment

- Extension of grace period for payment of insurance premiums
- Payment of insurance claims and unearned premiums
- Cancellation of basic policies and payment of cash value
- Cancellation of riders and payment of cash value
- Payment of ordinary loans
- Reduction or exemption of loans to the policyholder interest rates\*
- Refund of unearned premiums due to cancellation of advance payment of insurance premiums
- Payment of policyholder dividends

\* The policyholder loan rate may not be reduced or exempted depending on the details of the contract.

▶ [Treatment for customers in areas covered by the Disaster Relief Act \(in Japanese\)](#)



# Supply Chain Management

## Approach to Procurement Activity

To promote sustainable coexistence and co-prosperity with the entire supply chain, we request all of our suppliers, who are our important business partners, to promote fair and equitable transactions, environmental considerations, anti-corruption, and enhancement of information security by complying with the "Japan Post Group CSR Procurement Guidelines," based on our policy "Concept of Procurement Activity."

### 【Concept of Procurement Activity】

The company will act in accordance with the following concepts in procurement activities for contracts for goods and services.

#### 1 Open, fair and appropriate procurement

- (1) The Group opens the door widely to suppliers and offers fair entry opportunities.
- (2) The Group selects suppliers based on a comprehensive and appropriate evaluation of quality, price, delivery periods, technology, business conditions, and other factors.

#### 2 Compliance with laws, regulations and social standards

- (1) The Group complies with all applicable laws, regulations, and social standards, and conducts procurement in good faith.
- (2) In its procurement, the Group forms no relationship with anti-social forces that pose a threat to the order and safety of civil society.

#### 3 Respect for human rights

The Group strives, in partnership with its suppliers, to build a supply chain that respects human rights.

#### 4 Environmental considerations

The Group carries out procurement with consideration for global and local environmental preservation and the effective use of resources.

#### 5 Building trusting relationships

- (1) Through effective communication with suppliers, the Group builds strong trust and strives for mutual prosperity.
- (2) The Group appropriately manages information about suppliers that it obtains through procurement activities.



6 Request to suppliers (Compliance with the UN Global Compact)

The Group supports the Ten Principles of the UN Global Compact regarding the four areas of human rights, labor, the environment, and anti-corruption, and promotes CSR procurement. We expect suppliers to understand these principles and ask for their proactive cooperation.

▶ [The Ten Principles of the UN Global Compact](#)

## Outsourced Management Initiatives

In accordance with the outsourcing management regulations, etc., we have established an appropriate outsourcing management system for contracts subject to management when outsourcing part or all of our operations to external parties. When selecting contractors, we use a checklist to examine the appropriateness of contracted operations, performance systems, existence of relationships with antisocial forces (anti-corruption), and information security systems.

In addition, we conduct appropriate periodic audits, including monitoring to inspect contractors depending on the outsourcing risk and providing guidance for improvement as necessary.

## Initiatives to Strengthen Supply Chain Management

In procuring goods and services necessary for business, we have established strict standards for measures against bribery and other forms of corruption. We also work to familiarize our employees with the "Japan Post Group CSR Procurement Guidelines" which include anti-corruption content. Moreover, we have implemented measures to strengthen supply chain management, such as including sustainability clauses for human rights, labor conditions, environmental conservation, and other issues into our contracts with suppliers.

▶ [Japan Post Group CSR Procurement Guidelines](#)



# Governance

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# Corporate Governance

## Basic Concept of Corporate Governance

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

[Basic 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.

- ▶ [Basic Policy Regarding Corporate Governance](#) 
- ▶ [Corporate Governance Report](#) 
- ▶ [\(Reference 1\) Articles of Incorporation](#) 
- ▶ [\(Reference 2\) Directors and Executive Officers](#)
- ▶ [\(Reference 3\) Board of Directors Regulations](#) 
- ▶ [\(Reference 4\) Management Philosophy](#)
- ▶ [\(Reference 5\) Medium-Term Management Plan](#)
- ▶ [\(Reference 6\) Fundamental Policy for Establishment of Internal Control Systems](#) 
- ▶ [\(Reference 7\) Appointment and Dismissal Criteria for Executive Officers](#) 
- ▶ [\(Reference 8\) Reasons for Appointment of Executive Officers](#) 
- ▶ [\(Reference 9\) Nomination Criteria for Candidates for Directors](#) 
- ▶ [\(Reference 10\) Reasons for Nominating the Candidates for Directors](#) 
- ▶ [\(Reference 11\) Designation Criteria for Independent Officers](#) 
- ▶ [\(Reference 12\) Compensation Policies for Directors and Executive Officers by Individual](#) 



## Matters concerning controlling shareholders, etc.

▸ [Matters concerning controlling shareholders, etc.](#)

## Corporate Governance Systems

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

### Corporate Governance Overview

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.

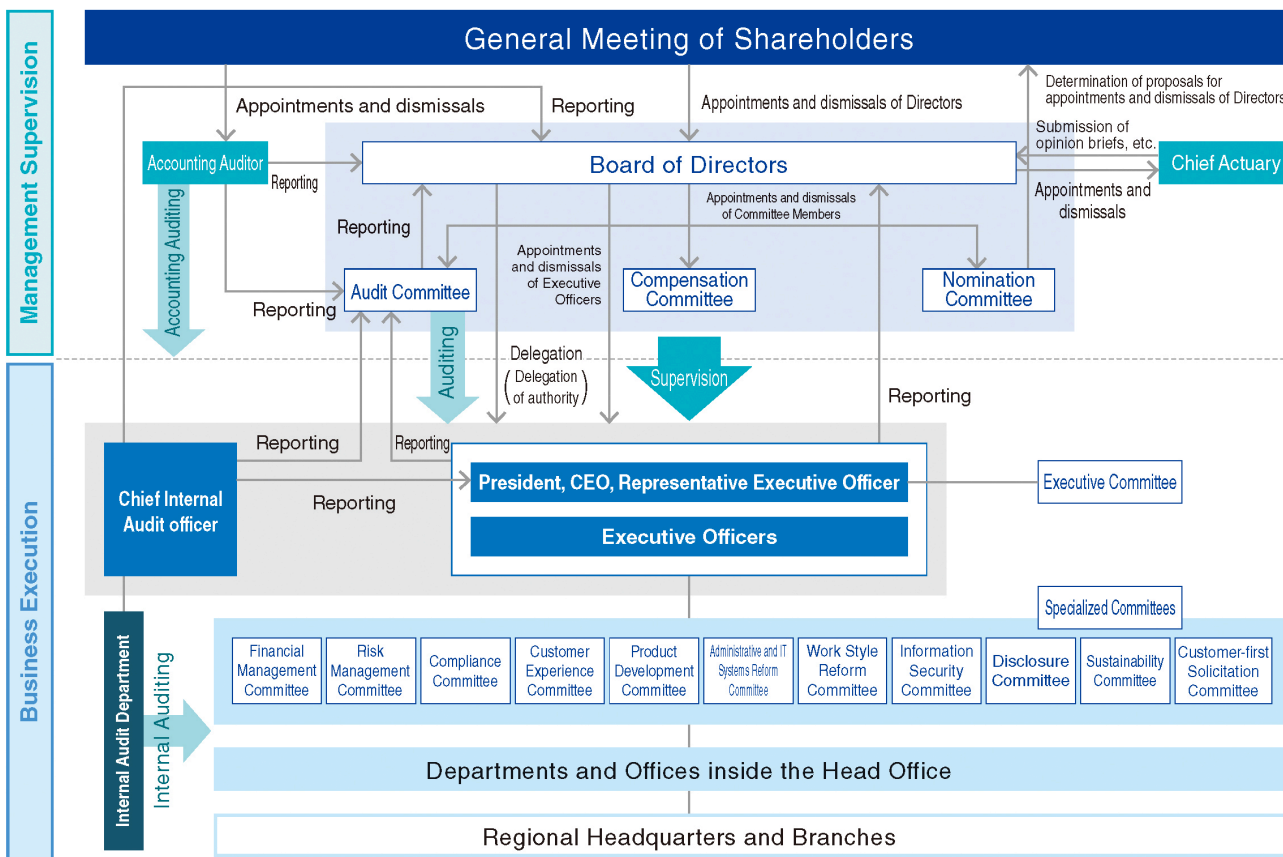
Important management decisions related to business execution are first discussed by the Executive Committee and then made by the President, CEO, Representative Executive Officer.

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

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.



Corporate Governance Structure



Click on the image to open the zoom-in version in a new window.

## 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: YAMANA Shoei(Outside Director)

Members: TANIGAKI Kunio, NEGISHI Kazuyuki, TOMII Satoshi (Outside Director), HOSOYA Kazuo (Outside Director)

(Membership composition as of June 18,2025)



## 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: TOMII Satoshi(Outside Director)

Members: NARA Tomoaki, TONOSU Kaori (Outside Director), OMACHI Reiko (Outside Director), UNO Akiko(Outside Director)

(Membership composition as of June 18,2025)

## Compensation Committee

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

Committee Chair: SHINGU Yuki(Outside Director)

Members: NEGISHI Kazuyuki, YAMANA Shoei(Outside Director)

(Membership composition as of June 18,2025)

## Status of Operations of the Board of Directors and Committees in FY2024

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

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



■ Meeting of the Board of Directors

Number of meetings held: **13** meetings Attendance rate: **99** % Average duration of a meeting: **1** hour **46** minutes

Major agenda items of the Board of Directors' meetings\* in the fiscal year ended March 31, 2024

- Review of the mid-term management plan
- Efforts aimed at implementation of management that is conscious of the cost of capital and stock price
- Strategic partnerships and capital and business alliances with other companies
- Response measures based on incidents of inappropriate use of non-public financial information, etc.
- Management plan for the fiscal year ending March 31, 2026

\* The meetings of the Board of Directors and the Directors' discussion sessions are collectively referred to as "the Board of Directors' meetings".

■ Nomination Committee

Number of meetings held: **7** meetings

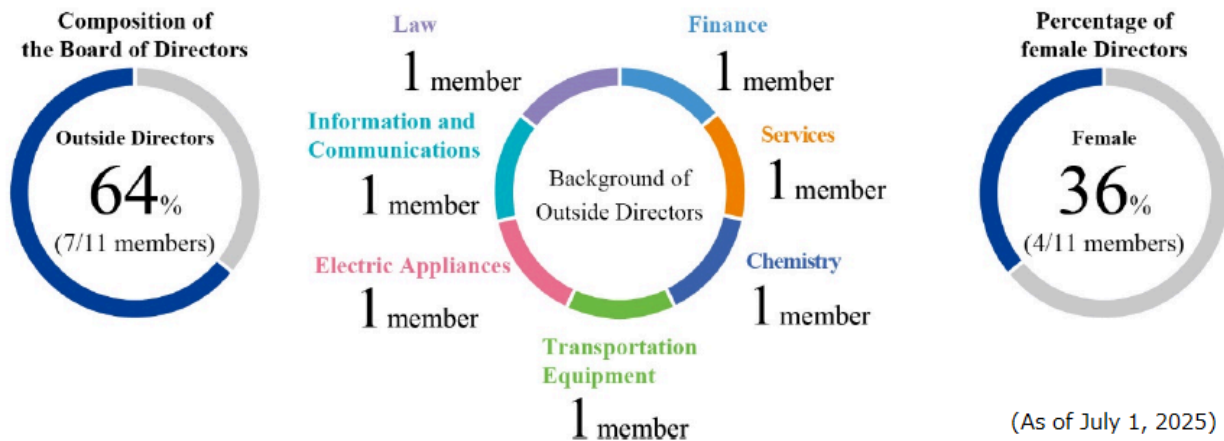
■ Compensation Committee

Number of meetings held: **6** meetings

■ Audit Committee

Number of meetings held: **16** meetings

Click on the image to open the zoom-in version in a new window.



Click on the image to open the zoom-in version in a new window.

**Nomination Criteria for Candidates for Directors / Designation Criteria for Independent Officers / Directors / Reasons for Appointment of the Outside Directors / Skill Matrix for Directors**

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](#)

▶ [Designation Criteria for Independent Officers](#)



"Directors", "Reasons for Appointment of the Outside Directors" and "Skill Matrix for Directors" are provided below.

- ▶ [Directors](#)
- ▶ [Reasons for Appointment of the Outside Directors](#)
- ▶ [Skill Matrix for Directors](#)

## Executive Compensation

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.

Category	Type of compensation	Summary	Payment timing	Payment method
Directors	Basic compensation (fixed)	A fixed monetary compensation of a certain level commensurate with their duties.	Every month	Cash
Executive Officers	Basic compensation (fixed)	A fixed monetary compensation of a certain level commensurate with their duties.	Every month	Cash
	Bonus (performance-linked)	An amount obtained by the following calculation formula is paid every year. (1) Standard amount for each position related to individual performance (2) Payout rate (varies based on individual performance evaluation) (3) Standard amount for each position related to the Company's performance (4) Payout rate (varies based on the degree of achievement of management plans) $(1) \times (2) + (3) \times (4)$	Every year	Cash
	Stock compensation (performance-linked)	Points obtained by the following calculation formula are granted after the end of the last fiscal year of the Medium-Term Management Plan, and then stocks corresponding to the number of accumulated points are granted. (1) Basic points for each position (granted commensurate with their duties) (2) Payout rate (varies based on the degree of achievement of management plans) $(1) \times (2)$	At the time of retirement	Stock (a certain portion is granted in cash)
Stock compensation (non-performance-linked)	Basic points for each position are granted every year, and then stocks corresponding to the number of accumulated points are granted.			

(\*) If a person serves concurrently as a Director and an Executive Officer, such person shall receive compensation as an Executive Officer.

Click on the image to open the zoom-in version in a new window.

- ▶ [Compensation Policies for Directors and Executive Officers by Individual](#)



## Basic (fixed) Compensation

Directors are paid a certain level of fixed monetary compensation in accordance with their positions based on the primary role of supervision of management, while executive officers are paid a certain level of fixed monetary compensation in accordance with their responsibilities, taking into account the size of their responsibilities and the current state of the Company.

Specifically, the Compensation Committee has established Compensation Standards for Executives. The monthly compensation for directors varies depending on whether they are full-time, part-time, or committee members. The monthly compensation for executive officers varies depending on their position.

However, should the compensation commensurate with the position of an Executive Officer who is in charge of a field that requires special business knowledge and skills fall significantly below the general level of compensation of an officer who is in charge of a similar field at another company, such Executive Officer shall receive a basic compensation based on the level of compensation of other companies, instead of compensation commensurate with his or her duties in the Company.

## Summary of performance-linked monetary compensation

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

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

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

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

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

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



## Summary of stock compensation

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

The stock compensation system adopts a Board Benefit Trust structure.

Executive Officers will be granted points that form the basis of calculating the amount equivalent in value to the number of shares of the Company given, or a specified proportion thereof, converted to money (hereinafter, "the Company's shares, etc."), in accordance with items (1) and (2) below.

### (1) Performance-linked stock compensation

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

The Company adopts medium- to long-term targets and indicators defined in management plans as performance targets that serve as a basis for determining the payout rate, so that they function as sound incentives for enhancing the medium- to long-term corporate value and the sustainable growth of the Company. Such indicators consist of "Adjusted ROE," which is one of the key financial indicators in the current Medium-Term Management Plan, and "ESG indicators (the implementation status of GHG emissions reduction initiatives, the ratio of female managers at the head offices, and the progress of improvements in evaluations by ESG assessors)," which are non-financial indicators. The Company has in place a system enabling the reduction or forfeit of points that serve as a basis for calculating the number of shares to be granted to an eligible Executive Officer (malus) in the event of any material misconducts or violations, etc. committed by such Executive Officer.

### (2) Non-performance-linked stock compensation

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

Eligible Executive Officers who retire from the Company may, after retirement, and where they fulfil the requirements for grant set forth in the Board Benefit Trust regulations, receive from the Trust the Company's shares, etc. corresponding to the cumulative number of points awarded based on items (1) and (2) above.

## Total amount of compensation, etc. for each executive officer category, total amount of compensation, etc. by type, and number of qualifying executive officers

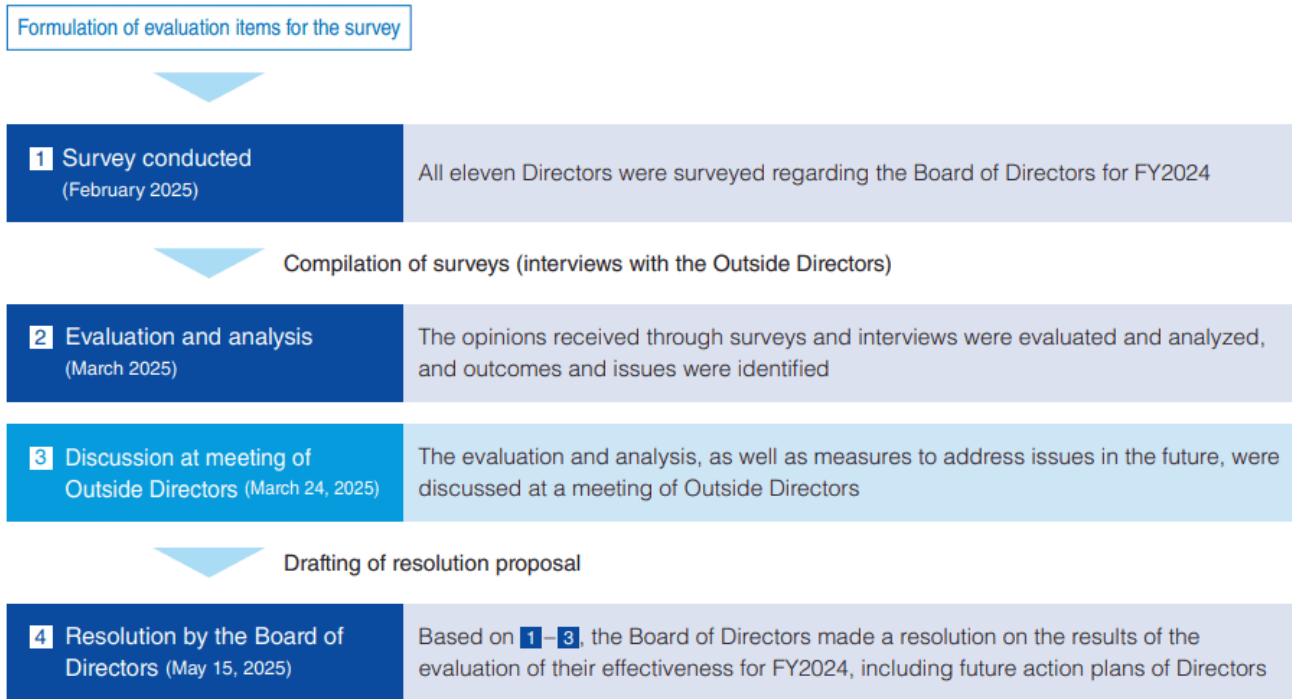
▸ [Executive Officer Compensation \(ESG data\)](#)



# 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.

## Process for evaluating effectiveness of the Board of Directors for the Fiscal Year Ended March 31, 2025



Main evaluation items on survey: Eleven items in total

**(1) Composition, operation, etc. of the Board of Directors and committees**

Number of members, diversity, qualities, and focused operation (whether the necessary matters are submitted, whether time is invested into important matters, etc.) of the Board of Directors and committees, etc.

**(2) Recognition of tasks and improvement measures related to the operation of the Board of Directors**

Set up for a wide range of projects based on deliberation items and social gatherings, and holding meetings to exchange opinions with front-line employees, etc.

**(3) Self-evaluation**

Self-evaluation of the roles and responsibilities of each Director, etc.

\* The questionnaire evaluation items and the response policy based on the results of the evaluation of the effectiveness of the Board of Directors were formulated with advice from a third-party attorney.

Click on the image to open the zoom-in version in a new window.




## Summary of the Result of Evaluation of Effectiveness of the Board of Directors for FY2025/3

- As a result of initiatives to ensure the effectiveness of the Board of Directors, such as setting up opportunities to discuss management strategy challenges and response directions, holding opinion exchange meetings with frontline employees, and providing opportunities for free discussion with Executive Officers, the Company has received a certain level of positive evaluation in the questionnaire survey, and overall, the effectiveness of the Board of Directors for FY2025/3 is assessed to be ensured and improved.
- On the other hand, as issues such as the inappropriate use of non-public financial information at post offices have occurred, the Company recognizes that there is still room for improvement in providing important information to the Board of Directors and in setting opportunities to further explore risk management and compliance issues.
- In addition, the Company has recognized the necessity of setting opportunities to discuss the direction of management from a medium- to long-term perspective, as well as reviewing the operation of the Board of Directors to further stimulate discussions and enhance its effectiveness.

## Overview of Initiatives for FY2026/3 Based on the Above Evaluation Results

- Provide opportunities regularly to delve deeper into risk management and compliance challenges including issues such as the inappropriate use of non-public financial information at post offices.
- Systematically provide opportunities to discuss the direction of medium- to long-term management and outlook for environmental changes, including the desired state in ten years, etc.
- Review the operation of the Board of Directors to make it a more active forum for discussion.
- Provide opportunities regularly for the front line on-site visits and exchanging opinions with employees there.
- Provide opportunities regularly for the exchange of opinions among the Outside Directors and with Executive Officers.

▶ [The Result of Evaluation of Effectiveness of the Board of Directors for FY2025/3 and Initiatives for FY2026/3](#) 



## 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. 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

▸ [Fundamental Policy for Establishment of Internal Control Systems](#) 



## Internal Control Systems (Business Execution)

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

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

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

## Internal Audit System

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

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



## Compliance and Anti-Corruption

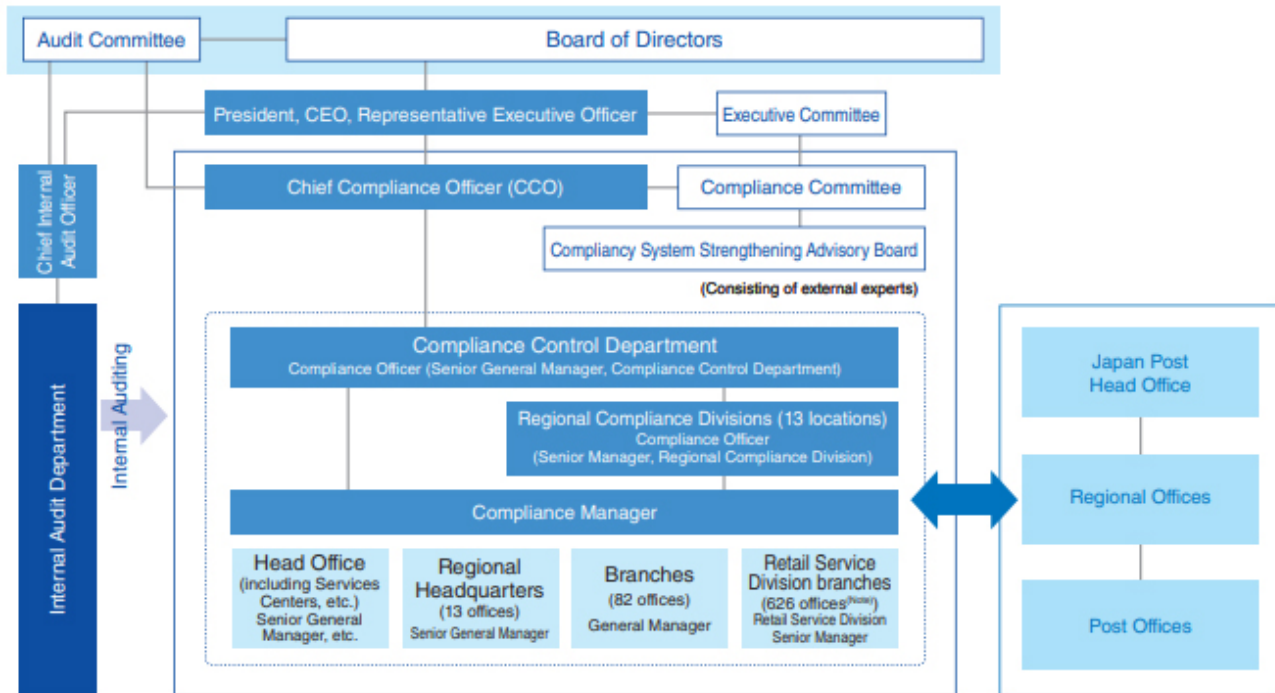
We assure the soundness and appropriateness of our business operations and promote compliance and anti-corruption by ensuring that all executives and employees comply with laws and regulations (laws, regulations, internal rules, social norms, and corporate ethics) in every aspect of our corporate activities. To this end, 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.

We recognize that violations of laws and regulations, including corruption, cause our customers and other stakeholders to lose trust in the Company and significantly damage our corporate value. We regard the prevention of such violations as our one of the most important management issues.

### 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. In addition, the CCO reports important matters discussed at the Committee to the Executive Committee, the Audit Committee, and the Board of Directors. The Compliance Committee has also established Compliance System Strengthening Advisory Board, which consists of external experts and other members and acts as an expert panel to the Compliance Committee in order to help strengthen the compliance system.

We have assigned the Senior General Manager of the Compliance Control Department, the Senior Manager of the Compliance Investigation Office, the Senior Manager of the Information Security Office, the Senior Manager of the Sales Quality Control Office, and the Senior Manager of the AML/CFT Office to act as compliance officers in charge of compliance. We have also assigned the senior managers of the Regional Compliance Divisions at our 13 locations throughout Japan to act as compliance officers. In addition, we have assigned compliance managers responsible for promoting compliance in their departments at the head office (including services centers, etc.), regional headquarters, branches and Retail service division. In this way, we have established a company-wide system to promote compliance. The Internal Audit Department conducts internal audits to check the status and operation of the compliance system and to strengthen the Company's compliance promotion system.



Click on the image to open the zoom-in version in a new window.

## Dealing with Compliance Violations

If a compliance violation or suspected compliance violation is discovered, we will investigate and clarify the facts and causes of the violation in accordance with internal rules and based on those results, we will formulate and implement measures to prevent future recurrence.

In addition, disciplinary action, including punitive dismissal, may be taken in accordance with disciplinary rules, etc.

## Implementing Compliance Education

Each fiscal year, as a concrete practical plan to promote compliance, we formulate a Compliance Program and develop a training program. Based on this training program, we conduct training for the compliance managers assigned to each department in order to explain and offer instruction regarding the role of compliance managers and points to keep in mind in terms of compliance in practice. We also conduct e-learning for all executives and employees to impart and disseminate compliance knowledge. We have also prepared the Compliance Manual, which is a concrete guide for achieving compliance, and the Compliance Handbook, which explains the main points of the Manual. In addition to providing explanations of laws and regulations that executives and employees must comply with and how to deal with illegal activities when they are discovered, the handbook also contains information on the prohibition of corrupt practices such as bribery, embezzlement, transactions with conflicting interests, and insider trading.

Furthermore, by distributing compliance cards to all executives and employees, we work to ensure that all executives and employees carry out their duties with compliance as their top priority.



## Incorporation into the Personnel Evaluation System

We evaluate each employee's efforts by setting targets related to "compliance observance" among the personnel evaluation items for managers and general employees.

## Anti-Corruption Initiatives

We support the aims of the United Nations Global Compact, in which the Japan Post Group has participated since 2008. We operate based on 10 principles related to human rights, labor, the environment, and anti-corruption.

In addition, the Code of Conduct, which are based on our management philosophy, asserts "We leave no stone unturned in ensuring compliance based on a strong ethical sense of the company as a responsible member of society".

### Prevention of Bribery

We intend to thoroughly enforce the prohibition of bribery of public officials, etc., by executives and employees, and regulations concerning political funds which we have clearly specified in our Compliance Manual. In addition, in the Compliance Handbook, executives and employees are informed of specific cases in which it is necessary to strictly refrain from providing entertainment or cash gifts that exceed the scope of restrictions imposed by laws and regulations, or from accepting bribes or inappropriate payoffs, or from demanding bribes. This content is also covered in our compliance training (e-learning), and we are working to prevent bribery and corruption.

Furthermore, as a member of the Japan Post Group, we comply with the Japan Post Group Anti-Corruption Policy.

### Japan Post Group Anti-Corruption Policy

#### 1. Compliance with laws and regulations

The officers and employees of the Japan Post Group will comply with anti-corruption laws and regulations in Japan and relevant countries and regions.

#### 2. Prohibition on offering bribes

The officers and employees of the Japan Post Group will not engage in acts of offering or promising money, goods or other benefits to public officials, business partners or other parties with the improper intent of gaining an undue business advantage.

#### 3. Prohibition on acceptance of bribes

The officers and employees of the Japan Post Group will not engage in acts of demanding or receiving money, goods or other benefits with the improper intent of gaining unjust benefit.



## Political Contributions (Donations Related to Political Activities)

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Our internal rules stipulate that we do not make donations related to political activities. Accordingly, as a company, we do not make any donations related to political activities, including donations to political parties, their branches, or political funding organizations.

▸ [ESG Data - Governance "Political donations"](#)

## Donations and Sponsorships

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We have established rules for donations that define eligible recipients, internal approval methods, spending limits, and other related matters. We have also established internal procedures for sponsorships (including support and cooperation) related to environmental and social contribution activities, and ensure that expenditures are appropriate.

## Prohibition of Bid Rigging and Cartels

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We recognize the importance of complying with the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and have established guidelines in our Compliance Manual prohibiting anti-competitive practices such as bid rigging and cartels, along with points to be observed in the conduct of business.

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

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

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

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



## Elimination of Antisocial Forces

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.

## Management of Conflicts of Interest

To prevent our customers' interests from being unduly harmed in conjunction with conflicts of interest transactions between our customers and Japan Post Insurance, we have released the "Conflicts of Interest Management Regulations" in light of the Insurance Business Act and Financial Instruments and Exchange Act, and other laws and regulations. As a person who manages and controls conflicts of interest, the Chief Compliance Officer (CCO) is assigned as the Chief Conflict of Interest Management Officer. The Senior General Manager of the Compliance Control Department has been assigned as the person who assists the Chief Conflict of Interest Management Officer and oversees managing conflicts of interest. In this way, we have established a system to ensure compliance with laws, regulations, and our rules, while appropriately managing and executing our business. Japan Post Group has released the "Japan Post Group Conflicts of Interest Management Policy." This Policy governs the management of conflicts of interest transactions by our Group as a whole in order to prevent our customers' interests from being unduly harmed.

In accordance with the Companies Act, we have also announced in our Basic Policy Regarding Corporate Governance that the Board of Directors will exercise appropriate supervision over transactions conducted by directors and executive officers for their own benefit or for the benefit of third parties, to ensure that such transactions are not conducted at the expense of our interests. In addition, in accordance with the "Conflicts of Interest Transactions Management Regulations", we comply with laws and regulations and properly manage and execute our business. Specifically, the necessity of the relevant conflict-of-interest transaction and other material facts are submitted to the Board of Directors for approval. In addition, to ensure that such approval is obtained, the Corporate Planning Department has been designated as the department in charge of the overall management of transactions that involve conflicts of interest. We ensure an appropriate management system by confirming the schedule and results of transactions, as well as the results of self-inspection before and after the performance of transactions by the department conducting the transactions.

▸ [Japan Post Group Conflicts of Interest Management Policy](#)



## Requests for Business Partners

To achieve anti-corruption throughout the entire value chain of our business, when making decisions on investments in new business partners (subsidiaries, affiliates, etc.), we stringently check their management systems regarding bribery, money laundering, and relationships with antisocial forces as part of our due diligence procedures. When procuring goods and services necessary for business, we also request suppliers to comply with the Japan Post Group CSR Procurement Guidelines to promote fair and equitable transactions, consider the environment, prevent corruption, and strengthen information security.

▸ [Supply Chain Management](#)

## Whistleblowing and Consultation System

To enable the early detection and resolution of compliance violations or potential violations, we have established whistleblowing contact points for employees (including temporary employees) at the Compliance Control Department of the head office and at an outside Attorney's Office. In addition, a whistleblowing contact point exclusively for improper solicitation related to financial products has been established at an outside Attorney's Office. To enhance convenience, reports to the whistleblowing contact points can be submitted by telephone, email, or postal mail. We have also introduced the "One-Stop Consultation and Reporting Platform," a dedicated portal site that centrally handles various reports and consultations and enables direct communication with contact personnel online.

For reports received and deemed to require investigation, we conduct appropriate investigations while ensuring the confidentiality of the reported information. If a compliance violation is confirmed as a result of the investigation, necessary disciplinary action is taken against the offender. Feedback received through the whistleblowing system is used not only to address individual cases but also to improve operations and workplace environments, while ensuring the confidentiality of whistleblowers and others involved.

In addition, to make the whistleblowing contact points more accessible for employees and other personnel, we ensure thorough protection of whistleblowers and maintain the neutrality of the whistleblowing contact points.

In operating the whistleblowing system, we have established and enforce regulations concerning whistleblower protection that clearly limit the scope of sharing reported information and prohibit providing information beyond this scope without the whistleblower's consent. We also exercise the utmost care to ensure whistleblowers are not identified during investigations of reported cases. Our regulations strictly prohibit any act that seeks to identify or retaliate against whistleblowers, and such acts are subject to disciplinary action. Anonymous reporting is also accepted.

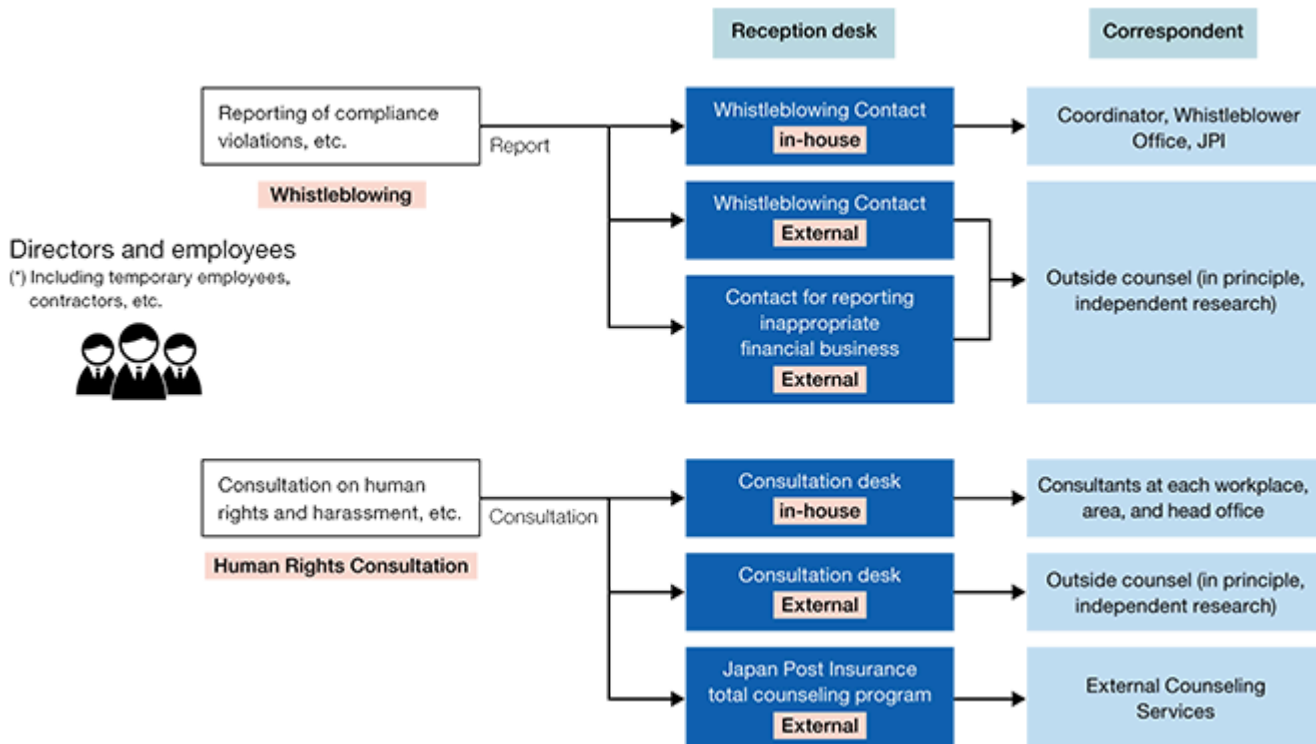
To ensure neutrality, we have adopted a system in which an "External Specialist Team," consisting of outside attorneys and their assistants, handles the entire process at the external whistleblowing contact points from receiving reports and consultations to conducting investigations and providing the results. We have also introduced an appeals system that allows whistleblowers to contest the handling of individual reports or consultations. An appeals review committee made up of external experts, such as attorneys, conducts impartial and fair reviews.

To further promote the use of the whistleblowing system, we enhance understanding among executives and employees regarding system usage and whistleblower protection through e-learning and other training programs.



Note: The department responsible for the whistleblowing contact points is the Compliance Control Department.

Outline of whistleblowing and human rights consultation (flow image)



Click on the image to open the zoom-in version in a new window.

[▶ Consultation Desk for Human Rights and Harassment](#)

### Number of Reports to the Whistleblowing Contact Points

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	52	116	94	387	445	320
Internal desk	40	95	53	149	189	134
External desk	12	21	41	238	256	186

Click on the image to open the zoom-in version in a new window.

### Whistleblowing System for external parties

We also accept reports from our contractors (suppliers) under the above-mentioned whistleblowing system. As with reports from employees, we ensure anonymity to our contractors upon request. In addition, we also take appropriate measures to handle reports from outside the company made to Japan Post Insurance Call Center and other organizations. We investigate these reports to determine whether a compliance violation has occurred. If a compliance violation is confirmed, we take the necessary disciplinary action against the offender.



# Risk Management

## ERM and Capital Policy

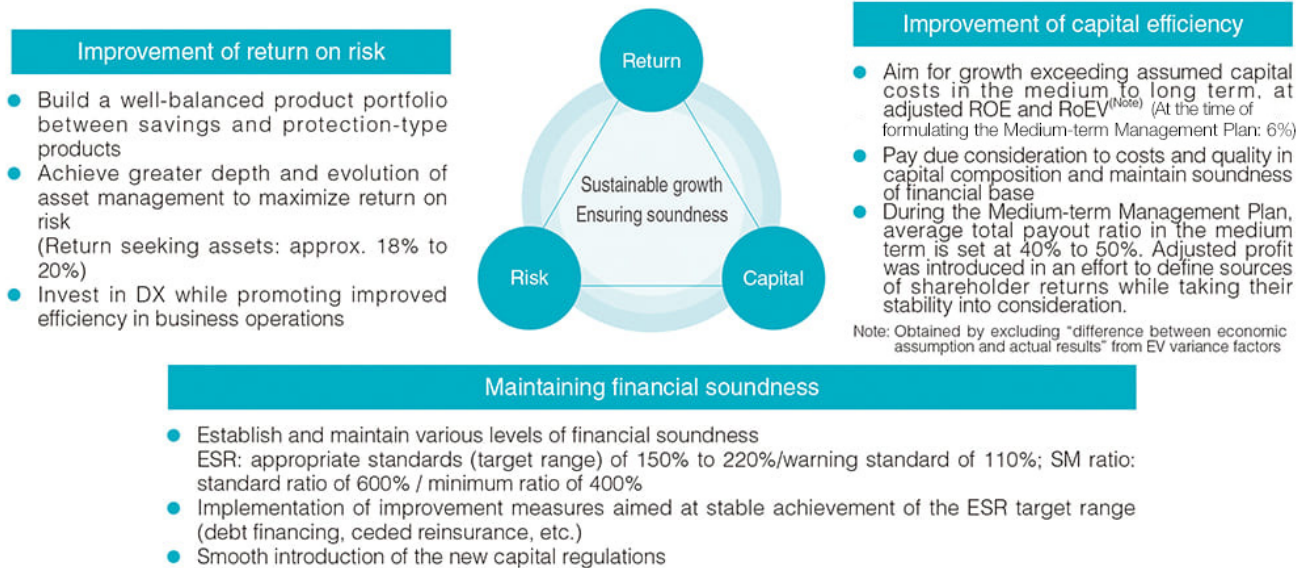
### Recognition of the environment and basic strategy

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.



Click on the image to open the zoom-in version in a new window.



## 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"> <li>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.</li> <li>Achieve sustainable growth while maintaining sound business operations based on ERM. Aim to stabilize ESR in the medium to long term.</li> </ul>
	Insurance Underwriting Risk	<ul style="list-style-type: none"> <li>Underwrite insurance products based on sales activities with solicitation quality and respond to the diversification of insurance needs.</li> </ul>
	Investment Risk	<ul style="list-style-type: none"> <li>The basic approach is to promote asset-liability matching while taking into account surrender risk and profitability.</li> <li>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.</li> </ul>
	Operational Risk	<ul style="list-style-type: none"> <li>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.</li> <li>Prevent actualization of human risks by improving communication between management and employees, supporting diverse career development, and strengthening management capabilities.</li> <li>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.</li> </ul>
Quantitative		<ul style="list-style-type: none"> <li>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"> <li>Minimum level Solvency margin ratio of 400%</li> </ul> </li> <li>Manage the balance between risks and capital, and aim to secure profitability by maintaining the minimum level for financial soundness.</li> </ul>

Click on the image to open the zoom-in version in a new window.

## 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").

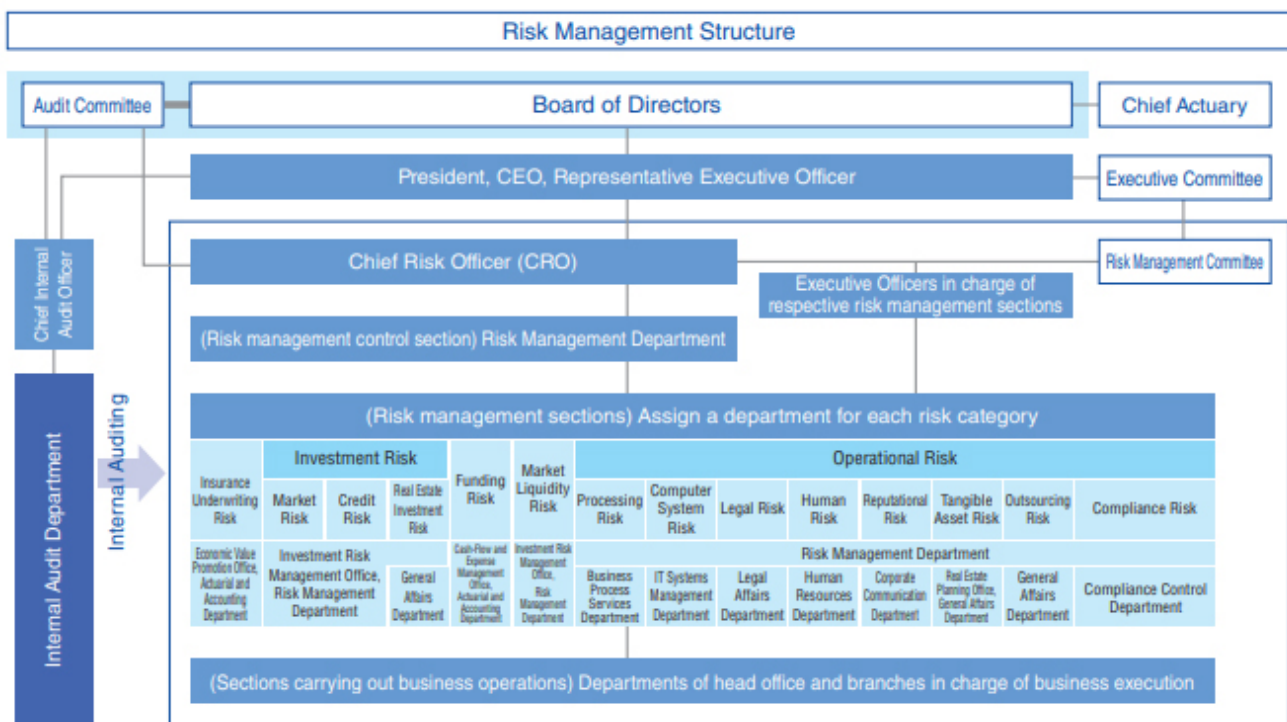
Each of the Executive Officers in charge of risk management sections operate and upgrade the systems for managing their respective assigned risks by ascertaining the presence, types and profile of risk, as



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 a department for handling comprehensive risk management in conjunction with the risk management sections for respective subcategories.

The Internal Audit Department conducts internal audits on the risk management systems and verifies the status of its design and operation. We are working to strengthen our risk management systems through these efforts.

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



Click on the image to open the zoom-in version in a new window.



## Principal Risk Categories and Definitions

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

<b>Insurance Underwriting Risk</b>	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.
<b>Investment Risk</b>	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.
<b>Funding Risk</b>	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.
<b>Market Liquidity Risk</b>	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.
<b>Operational Risk</b>	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.

Click on the image to open the zoom-in version in a new window.

In addition to the above, we have a system in place to assess risks related to product development, and we conduct adequate risk screening when introducing new products. We also have a system in place to assess climate change risks and nature-related risks, through which risks are regularly identified and assessed.



## Implementation of Stress Tests

We implement periodic stress testing to ascertain the impact of an event that has a low but certain probability of occurring and could have a significant effect on the Company. In establishing stress scenarios we undertake the following:

- We cover all risk categories that could have a significant impact on the Company taking into consideration the Company's risk profile status.
- Besides historical scenarios that have occurred in the past, we simulate forward-looking hypothetical scenarios that could occur in the future.
- We consider the impacts on the Company under a combined (comprehensive) stress scenario. Specifically, it is a combination of events such as significant fluctuations in financial markets such as interest rates, exchange rates and stock prices, the occurrence of a major earthquake or a pandemic. In addition, we are working on estimates and analyses of the impact of climate change (long-term global warming) on assets owned, insurance claim payments, etc. Based on the analysis of the impacts on loss situation and soundness under the stress scenarios, the results of stress tests are periodically reported to the Risk Management Committee and the Executive Committee to be used in management judgments.

## Business Risks and Other Risk Factors

We define business risks as key risks that management recognizes as having a potentially significant impact on the Group's financial position, operating results, cash flows, and indicators including embedded value (EV), which represents corporate value, and the economic solvency ratio (ESR), which reflects financial soundness. Based on an assessment of the degree of impact and likelihood of occurrence, we identify the most significant risks and the risks that are recognized as having heightened risk awareness through FY2025 or as expected to see heightened risk awareness in FY2025, and manage them on an ongoing basis throughout the fiscal year.

For further details, please visit our IR website at the link below.

▸ [Business Risks and Other Risk Factors](#)

## Efforts to Increase Risk Sensitivity

To increase employee risk sensitivity and prevent the recurrence of operational risks, regular training is conducted at each workplace for all employees. In addition to compliance with laws and regulations, the training covers a variety of themes, such as sharing cases of operational risk that have occurred in the past, and the necessity of autonomously acting in accordance with social norms and corporate ethics (acting with an awareness of conduct risk). Furthermore, to ensure the permeation of this content throughout the company, it is also covered by the e-learning training that is conducted for executives and all employees.



# Information Security

In accordance with our Information Security Declaration, we implement measures to maintain the confidentiality, integrity, and availability of information assets, strive to protect our information assets, and aim to enhance the sophistication of our information security management.

▸ [Information Security Declaration \(in Japanese\)](#)

## Response to Cybersecurity

Recognizing the risk of cyberattack as a material risk, we has designated the Chief Compliance Officer as its Chief Information Security Officer (CISO), and implement multi-layered risk management that combines mechanisms to defend and detect unauthorized access and malware under the leadership of our CISO.

### Management System

We have established specialized organizations for cybersecurity: the Computer Security Incident Response Team (CSIRT) responsible for preventing and responding to cyber incidents, and the Security Operation Center (SOC) that monitors logs from security and network devices to detect and analyze signs of potential cyber incidents. We also gather information in collaboration with external specialized organizations on a daily basis, working to defend against cyberattacks. We have also established a Business Continuity Plan (BCP) to facilitate rapid recovery in the event of a cyber incident and to minimize any impact on our business.

### Human Resources Development and Training

To ensure appropriate responses that prevent damage from spreading in the event of a cyber incident, we actively participate in various training programs and exercises hosted by the National Cybersecurity Office and the Financial Services Agency, in addition to conducting regular internal training and drills. We also conduct regular e-learning and targeted email training for all employees, raising awareness of cyberattacks and promoting knowledge of response measures\*, thereby continually enhancing our response capabilities.

(\* ) If a suspected cyberattack occurs, it must be reported to the CSIRT through the Information Protection Officer assigned to each department.

### Security Measures

To prevent damage from attacks exploiting vulnerabilities, we strengthen security measures by conducting threat-based penetration tests by external experts in addition to regular vulnerability assessments.



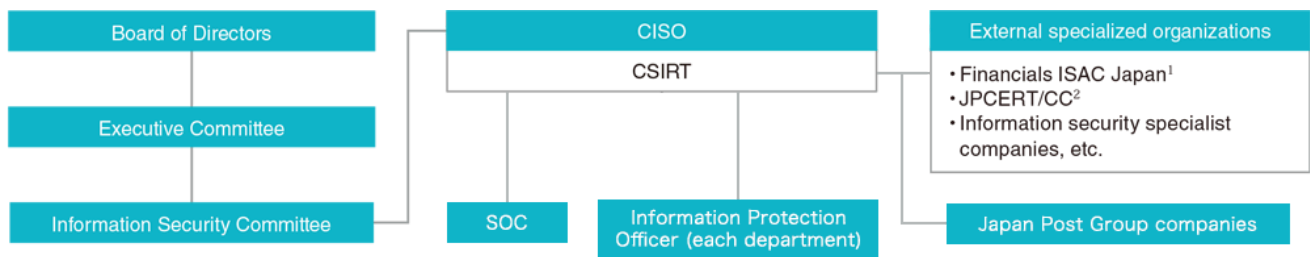
## Governance

To carry out these activities, we have established the Information Security Committee within the Company. Management is taking the lead in promoting such measures, while working in cooperation with other companies in the Japan Post Group based on "Japan Post Group Executive Declaration on Cyber Security." The status of reviews and discussions at the Information Security Committee is regularly reported to the Executive Committee. Important matters are reported to the Board of Directors after they have been discussed and decided by the Executive Committee.

The Internal Audit Department conducts internal audits on the information security management system, including cybersecurity, and verifies the status of its design and operation.

▶ [Japan Post Group Executive Declaration on Cyber Security \(in Japanese\)](#)

▶ [Japan Post Group Cyber Security Measures \(in Japanese\)](#)



Notes:

1. General Incorporated Association Financials ISAC Japan
2. Japan Computer Emergency Response Team Coordination Center



## 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)<sup>\*1</sup>, and have also designated a Chief Information Security Officer (CISO)<sup>\*2</sup>, 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.

In addition, we have included information on protecting personal information in our compliance rules and manuals. We have also selected information on personal information protection to include in our annual compliance promotion practice plan, and conduct various training sessions in accordance with the plan. If personal information is leaked, we will take appropriate actions based on our disciplinary rules, etc. We will also take measures to prevent a recurrence.

The Internal Audit Department conducts internal audits on the information security management system, including compliance with the fundamental policy for protecting personal information, to check its status and operations.

(\*1) The Japan Post Insurance Privacy Policy applies to all of the Company's operations, including those of our contractors.

(\*2) The Chief Compliance Officer (CCO) acts as the Chief Information Security Officer (CISO).

▸ [Japan Post Insurance Privacy Policy \(in Japanese\)](#) 

▸ [Purpose of Use of Personal Information Succeeded from Japan Post \(in Japanese\)](#) 



### <Japan Post Group's Initiatives for the Protection and Management of Customer Information>

Under the revised Act on the Protection of Personal Information which was enforced in April 2022, it is provided that leakage of personal data which is highly likely to damage individual rights and interests shall be reported. The number of cases reported in accordance with the said law during FY2024 was thirty-eight.

The breakdown of each fiscal year is shown in the table below.

【Reference Information】 Breakdown by fiscal year according to the categories set forth by the Act on the Protection of Personal Information, etc. as classified by the Japan Post Group

	FY2022	FY2023	FY2024	FY2025 (1Q)
Sensitive personal information:	20	4	5	1
Subject to property damage if wrongfully handled:	22	19	22	6
Leakage that may have been caused for wrongful purposes:	4	2	5	0
Number of individuals listed on personal data exceeds 1,000:	0	2	6	1
Total	46	27	38	8

(\*) Quoted from the Japan Post Co., Ltd. website

▶ [Japan Post Group Compliance Framework \(in Japanese\)](#)



## Appropriate Tax Initiatives

Japan Post Insurance believes that transparent tax management, including compliance with laws and regulations and proper tax payment, is important in fulfilling its corporate social responsibility, and pays taxes appropriately in accordance with the Japan Post Group Taxation Policy. In addition, we are striving to enhance our corporate governance regarding tax and to raise awareness of tax compliance through education and training programs.

### Basic Policy on Taxation at the Japan Post Group (Japan Post Group Taxation Policy)

#### 1. Basic Approach

- The Group recognizes that paying taxes is part of corporate social responsibility, and will contribute to the development of a sustainable society in the countries and regions in which it operations through proper tax payments.
- The Group will observe taxation law and other laws and regulations in the countries and regions in which it operates, while understanding and appropriately responding to the importance of international initiatives as typified by the BEPS Project operated by the OECD.
- The Group will conduct training and other internal awareness-raising activities to ensure that each employee recognizes that observing taxation compliance mitigates taxation risks and is the best strategy for enhancing corporate value.
- The Group carries out taxation work under the Group CFO, who is the Board Member, as well as the executive officer in charge of accounting and finance, who is responsible for administrative work related to corporate accounting. Important taxation matters for the Group such as the results of tax investigations are reported to the Management Meeting and other meeting bodies as needed by the Group CFO or the executive officer in charge of accounting and finance. Financial statements, including tax expenses, etc., are approved by the Board of Directors and disclosed appropriate in Annual Report.
- The Policy applies to the entire Group, including Japan Post Co., Ltd., Japan Post Bank Co., Ltd., Japan Post Insurance Co., Ltd. and Toll Holdings Limited, which operates international logistics businesses. The holding company Japan Post Holdings Co., Ltd. will coordinate with Group companies while endeavoring to carry out taxation work in a stable fashion.

#### 2. Implementing Proper Tax Payments and Ensuring Taxation Transparency

- The Group will strive to mitigate taxation risks and optimize tax expenses, while making every effort to enhance corporate value and maximize shareholder value. Moreover, the Group will not engage in tax reduction efforts through interpretations or applications that deviate from the spirit of laws or regulations, in using tax structures without commercial substance, or in tax planning for the sole purpose of tax avoidance.
- The Group will not engage in arbitrary tax avoidance by utilizing countries or regions with zero taxes or low tax rates (so-called tax havens) or similar arrangements. In the event that investments are made in tax havens for business reasons, the Group will follow the tax haven countermeasures established by each country and make proper tax payments.



- For the trading prices applied to the Group's overseas-related transactions, in accordance with the taxation laws in the countries and regions in which the Group operates, and guidelines on transfer pricing published by international organizations such as the OECD, the Group will endeavor to distribute income appropriate to each country by setting prices based on arm's length pricing. In addition, the Group will observe obligations to submit or preserve transfer pricing documents and appropriately document the information in accordance with taxation law and other requirements.
- In cases such as when advanced and multi-faceted considerations of taxation or accurate interpretations of taxation law are required, the Group may seek advice from outside experts such as tax accountants and tax consultants, and will endeavor to reduce taxation risks by utilizing advance consultations with taxation authorities.

### 3. Mutual Trust with Taxation Authorities

- The Group will give sincere and factual explanations to taxation authorities and do its utmost to build a relationship of trust with taxation authorities by dealing with them in good faith.
- When there are differences of opinion with taxation authorities, the Group will strive to resolve them through proactive and constructive dialogue. Additionally, the Group will implement appropriate corrective action and improvement measures and strive to prevent repeat occurrences in response to issues pointed out by taxation authorities, except when filing objections to taxation authorities' actions or opinions.

## Breakdown of tax payments by region

Our business is conducted only in Japan, and corporate taxes are paid only in Japan.



# Education for Sales Personnel and Insurance Solicitation Agents

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

## Sales Personnel

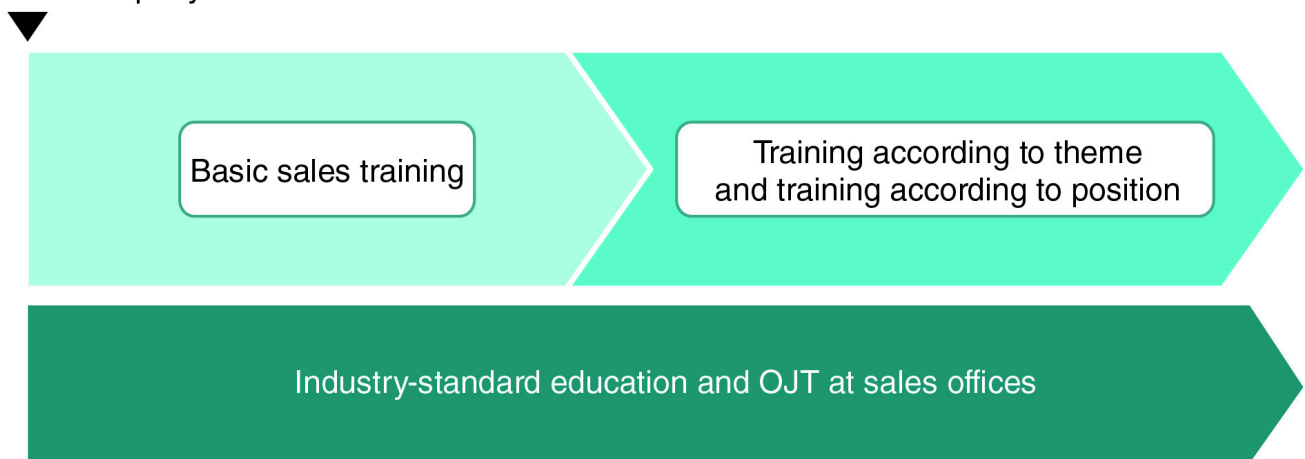
Sales personnel engage in insurance solicitations mainly targeting the individual and corporate markets.

### Overview of Education

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

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

Join company



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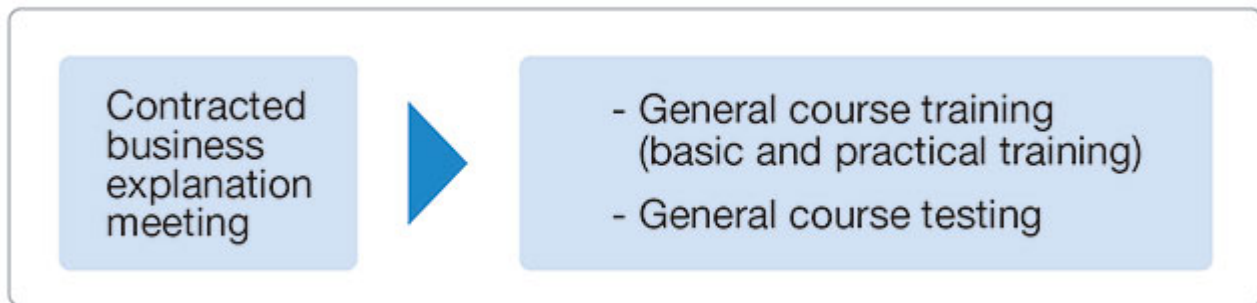


## Insurance Solicitation Agents

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

### Overview of Training

Employees 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 for training implemented by Japan Post Co.



Click on the image to open the zoom-in version in a new window.



## Initiatives for Asset Owner Principles

### Acceptance of the Asset Owner Principles

Japan Post Insurance declares its agreement with and acceptance of the provisions of the Asset Owner Principles in fulfilling its responsibility to take into account the best interests of beneficiaries when managing their assets.

The Principles were formulated as part of asset ownership reform efforts under the "Policy Plan for Promoting Japan as a Leading Asset Management Center " promoted by the Government of Japan, and they establish a set of common principles that are useful for asset owners to fulfill their responsibility to manage their assets, taking into account the best interests of beneficiaries.

Japan Post Insurance pursues the best interests of its beneficiaries and contributes to the creation of social value by practicing the five Principles through the following initiatives.

#### (Principle 1)

**Asset owners should take into account the best interests of beneficiaries. In doing so, they should determine the purpose of investing, and then set investment targets and policies based on the purpose through an appropriate process, taking into account the economic and financial situation. The purpose of investing, targets, and policies should be reviewed as appropriately in response to changes in situations.**

- Japan Post Insurance plays the three roles of insurance company, universal owner, and listed company, and engages in asset management with the goal of earning steady investment income for all of its stakeholders over the medium and long term.
- Since life insurance is a long-term financial product, in order to ensure that future insurance claims are paid out, our basic policy is to make steady investments using ALM<sup>(Note 1)</sup>, with a focus on national government bonds, under an ERM<sup>(Note 2)</sup> framework. Moreover, our basic investment policy is to improve profitability by promoting the diversification of investments while conducting asset management with appropriate risk management.
- Decisions regarding this investment policy are made at Board of Directors meetings in the form of medium-term target portfolios and annual asset management policies, which are based on a review of the economic and financial environment over the medium and long term. The policy is reviewed as necessary in response to changes in the economic and financial environment.

(Note 1) ALM: Asset Liability Management

(Note 2) ERM: Enterprise Risk Management


**(Principle 2)**

**Asset owners need to make decisions based on their expert knowledge, in pursuing the best interests of beneficiaries. They should develop an appropriate structure, by securing talents with sufficient knowledge and experience, in order to realize the investment purpose and policies set forth by Principle 1. They should make such a structure function properly, and consider using external knowledge and outsourcing when needed to receive and enhance expert knowledge.**

- In addition to working to develop frameworks to secure the talents needed to realize the investment purpose and policies set forth by Principle 1, Japan Post Insurance implements efforts such as developing investment specialists and employing experienced talent. In addition, as a foundation to support asset management, we are working to strengthen our organizational structure and administrative and IT system framework.
- Whether assets are managed in-house or externally, we consider a wide range of investment methods to find the method best suited to the investment target, region, and asset class. In this way, we work to develop a system to improve investment income.

**(Principle 3)**

**Asset owners should choose investment methods appropriately to achieve the investment targets, based on the investment policies, from the viewpoint of the interests of beneficiaries, not those of themselves or third parties. Asset owners should appropriately manage risks, including by diversifying the investment portfolio. In particular, when they entrust investment to other entities such as financial institutions, the asset owners should select the optimal investment trustee while managing conflicts of interest. The choice of the investment trustee should be reviewed periodically.**

- Japan Post Insurance aims to improve risk-return by formulating a medium-term target portfolio to ensure steady revenue over the medium term, and building up return-seeking assets while striving for risk diversification. Stringent risk management is conducted to ensure that investment risk remains within the risk tolerance set by the Company.
- When selecting external investment trustees, we select the optimal trustee based on an assessment of their investment targets and systems, risk management system for conflicts of interest, etc., decision-making process, and fees. Furthermore, investment trustees are reviewed through periodic monitoring.
- We have also implemented efforts aimed at promoting Japan as a leading asset management center, such as developing a framework to actively promote the outsourcing of investment to "Emerging Managers" (EMs) with a low track record of investment.

(\*) Our policy on outsourcing investment to Emerging Managers can be found here:  
[https://www.jp-life.japanpost.jp/information/press/2024/abt\\_prs\\_id001976.html](https://www.jp-life.japanpost.jp/information/press/2024/abt_prs_id001976.html)


**(Principle 4)**

**Asset owners should provide information on the status of asset management ("visualization") and engage in dialogues with stakeholders, in order to fulfill accountability to stakeholders.**

- Japan Post Insurance works to deepen the understanding of a wide range of stakeholders by providing information in a clear manner that is easy to understand. Information on the status of asset management ("visualization") is provided in the Annual Report and Responsible Investment Report as well as statutory and timely disclosure documents such as securities reports. We also strive to provide information in a manner suited to each stakeholder through General Meetings of Shareholders, briefings for individual investors, sustainability briefings, media on our website, IR activities, etc.

**(Principle 5)**

**Asset owners should give consideration to the sustainable growth of investee companies by conducting stewardship activities by themselves or through the investment trustee, in order to achieve the investment targets for beneficiaries.**

- As a responsible institutional investor that makes long-term investments, Japan Post Insurance has established policies that clarify our basic approach regarding sustainable investment, stewardship activities, and the exercising of shareholder voting rights. We conduct asset management in accordance with these policies and work to contribute to the sustainable growth of investee companies.
- To this end, in addition to responding to social demands such as compliance with the Japan Stewardship Code, we conduct stewardship activities in order to increase investment returns in the medium and long term, by enhancing the value of investee companies and promoting their sustainable growth.

(\*) Stewardship Activities can be found here:

<https://www.jp-life.japanpost.jp/english/aboutus/sustainability/esg/stewardship.html>

- In addition, in 2017, Japan Post Insurance signed the PRI (Principles for Responsible Investment), and, as part of our ESG Investment Policy, we promote ESG investment efforts such as incorporating ESG factors into investment decisions for the Company's entire asset portfolio, and actively engaging in investments and loans intended to create an impact that contributes to solving social issues. Furthermore, we are committed to the continuous promotion and advancement of responsible investment through participation in domestic and international investment-related initiatives.

(\*) Responsible Investment Report can be found here:

[https://www.jp-life.japanpost.jp/english/aboutus/sustainability/esg/policy.html#res\\_inv\\_report](https://www.jp-life.japanpost.jp/english/aboutus/sustainability/esg/policy.html#res_inv_report)



# Sustainable Investment

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## Sustainable Investment Policy / Structure

Under our management philosophy, "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being." we consider sustainability (medium- to long-term sustainability, including ESG (environmental, social, and governance) elements) in all of our assets under management. At the same time, we are committed to making investments and loans that contribute to the achievement of the SDGs and the resolution of social issues in a broad range of areas. As a universal owner\* that manages a wide range of assets over the long term based on the precious premiums entrusted by our customers, we aim to fulfill our social responsibility to all our stakeholders, realize a sustainable society, and improve long-term investment results.

\* An institutional investor investing large amounts and diversifying broadly across overall capital markets

► For more detailed information on our sustainable investments and stewardship activities, please refer to the ["Responsible Investment Report."](#)

### Priority Initiative Themes of Sustainable Investments

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



Click on the image to open the zoom-in version in a new window.



## Sustainable Investment Policy

Our Sustainable Investment Policy clarifies our basic approach to sustainable investment. It stipulates that sustainability factors should be incorporated into the investment process and that we should engage in constructive dialogue and shareholder voting with consideration to sustainability factors. We manage assets in accordance with this policy.

▶ [Sustainable Investment Policy](#)

In stewardship activities, we aim to enhance the corporate value of our portfolio companies over the medium to long term through constructive dialogue (engagement) with them. Moreover, we seek to accurately understand their situations, including aspects such as their sustainability (medium- to long-term sustainability, including ESG (environmental, social, and governance) elements)-related issues and their medium- to long-term management strategies for addressing them. By directly engaging with portfolio companies on issues such as Board of Directors composition, officer remuneration, shareholder returns and other capital policies, information disclosure policies, climate change, biodiversity, human rights, and human capital, we confirm their efforts to address sustainability issues, and share a recognition of these issues.

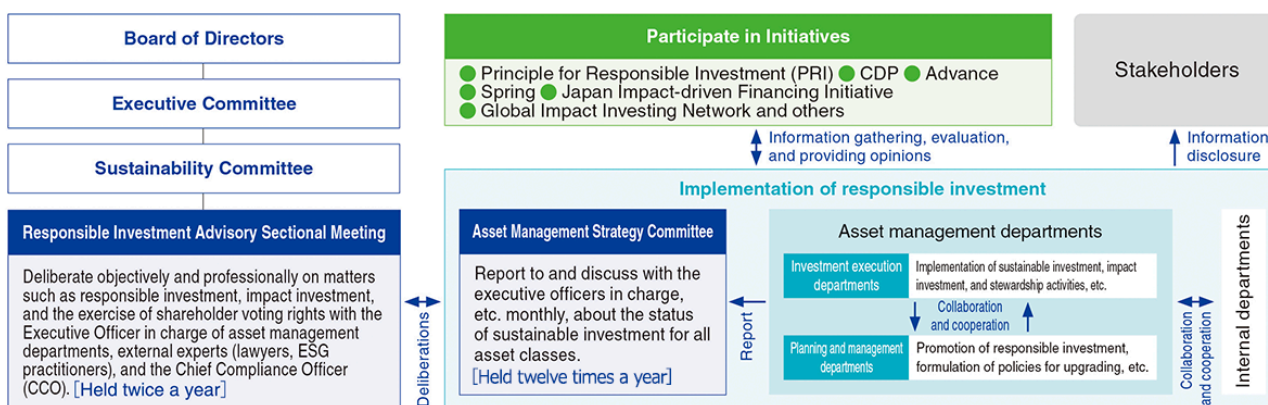
For more details, please refer to the following [Stewardship Activities](#).

For our policy on addressing sustainability issues such as climate change, natural capital, human rights, and human capital, please refer to the following [Engaging with Sustainability Issues as an Institutional Investor](#).

## Governance structure for promoting responsible investments

At Japan Post Insurance, we work to promote responsible investment, including sustainable investment and stewardship activities, under the following governance structure.

Through the Responsible Investment Advisory Sectional Meeting, which includes outside experts, as well as participation in various initiatives, we fully utilize outside perspectives and continue to promote and advance responsible investment.



Click on the image to open the zoom-in version in a new window.

\* See "[External Evaluation and Support for Initiatives](#)" for details of initiatives.



## Initiatives as a Signatory to the Principles for Responsible Investment (PRI)

We signed the Principles for Responsible Investment (PRI) in October 2017. We promote Responsible investments in accordance with the PRI and report the status of the initiatives once a year. We also designate the results of the PRI's assessment of these reports as a key indicator in our initiatives to further enhance Responsible investing.

Signatory of:



### <PRI annual assessment result (2025)>

The assessment results for the Company in the 2025 annual assessment (assessment period: April 2024 through March 2025) are shown in the table below.

Assesment item		Assessment resut
Policy, governance, strategy (responsible investment approach, structure, etc.)		★★★★★
Assets under management (assessment by asset class of manager selection, appointment, moniterring and other initiatives)	Listed equity (passive)	★★★★★
	Listed equity (active)	★★★★★
	Fixed income (active)	★★★★☆
	Private equity	★★★★☆
	Real estate	★★★★☆
	Infrastructure	★★★★☆
Confidence-building Measures (approach in the review and varification of data reported to PRI)		★★★★☆

(\*) Assessment results are awarded up to five stars based on the status of initiatives, with five stars (★★★★★) being the highest rank.

(\*) In the 2025 annual assessment, no assessment was carried out for in-house investments approaches by asset owners, including the Company.

(\*) For details about assessment results, please refer to the following PRI reports.

▶ [Assessment Report 2025](#)

▶ [Private Transparency Report 2025](#)



## Initiative Participation

We participate in domestic and international initiatives that align with our objectives and focus on sustainable investment, impact investment, climate change, human rights, and other social issues, gathering and disseminating information and opinions as we promote and advance our efforts.

▸ [External Evaluation and Support for Initiatives](#)

## Engaging with Sustainability Issues as an Institutional Investor

As a responsible institutional investor, we seek to leverage our investments to solve sustainability issues in order to bring about a sustainable society. Among sustainability issues, we place particular emphasis on the following themes that we see as important both for society and our Company as a responsible institutional investor.

### <Policy for Initiatives Related to Sustainability Issues>

<b>Climate change</b>	Based on the Paris Agreement, a treaty on climate change, we have set a target of net-zero greenhouse gas emissions from our investment and loan portfolio by 2050 (including an interim target for 2030). We evaluate the climate change-related risks and opportunities of investees and reflect them in our investment decisions. We also conduct engagement centered on investees for which climate change poses a considerable risk, and encourage them to reduce greenhouse gas emissions. We also actively invest and provide loans in renewable energy power generation projects and companies promoting the transition to decarbonized operations. We will endeavor to enhance the disclosure of progress with these initiatives and the climate change risk analysis of our portfolio in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework.
<b>Natural capital</b>	Companies' business activities are dependent on the blessings of nature and the ecosystem (such as water resources, forest resources, and raw materials/ingredients for food and daily necessities). At the same time, the excessive extraction of resources and the release of toxic substances may adversely affect the natural environment. In accordance with the Kunming-Montreal Global Biodiversity Framework and the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), which are both international guidelines related to the natural environment, we make investment decisions that take into account the risks and opportunities companies face with regard to the natural environment, with a focus on industries with high exposure on this front. Through dialogue with investees, we also encourage them to implement nature risk management and enhance related information disclosure.



<b>Human rights</b>	<p>Human rights are a universal value tied to human dignity. With the globalization of value chains, the risks of human rights violations faced by investees in our asset management operations are becoming more diverse and complex. We respect international guidelines on protecting human rights, such as the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Accordingly, we make investment decisions while checking the governance (including human rights policies) of investees, as well as their human rights due diligence, relief systems, and other efforts, with a focus on industries and companies identified to have potentially high risk of human rights violations. Through dialogue with these investees, we also encourage them to enhance their responses to human rights-related risks.</p>
<b>Human capital</b>	<p>With the servitization and digitalization of the economy, the talent and skills of companies' employees are becoming increasingly important as a source of sustainability. We evaluate investees' human resource initiatives and reflect them in our investment decisions. We consider factors such as consistency between business strategies and human resources strategies, investments in human resources, efforts to secure and develop human resources, and efforts to enhance the diversity and inclusiveness of the workforce. Through dialogue with investees, we also share issues related to human capital and encourage the enhancement of information visualization and disclosure.</p>

For initiatives related to each sustainability themes, please refer to the following.

- [Initiatives for Climate Change](#)
- [Initiatives for Natural Capital](#)
- [Initiatives for Human Rights](#)
- [Initiatives for Human Capital](#)

### Initiatives for Climate Change

In addition to aiming for carbon neutrality by 2050, we have established an interim target of reducing the GHG emissions in our investment portfolio by 50% (compared to FY2020) by the end of FY2029 (March 31, 2030). Furthermore, as an institutional investor, we proactively make investments that contribute to the realization of a decarbonized society in accordance with our Sustainable Investment Policy. In addition, we engage in the following initiatives:

- Implementation of ESG integration
- Implementation of Stewardship activities
- Measurement and management of GHG emissions from the investment portfolio
- Promoting investments that contribute to the decarbonization of society

See "[Initiatives for Climate Change](#)" for details of these initiatives.



## Initiatives for Natural Capital

As a responsible institutional investor, we are committed to the following:

- Taking natural capital and biodiversity into consideration when making investment decisions and engaging in dialogue with investee companies
- Encouraging our investee companies to enhance their information disclosure and management of nature-related risks
- Analyzing the "nature-related risks and opportunities" and "impact and dependence on nature" of our investment activities
- Endorsing Advance, a stewardship initiative where institutional investors work together to take action on human rights and social issues

See ["Initiatives for Biodiversity Conservation"](#) for details of initiatives.

## Initiatives for Human Rights

As a responsible institutional investor, we engage in the following initiatives:

- Taking natural capital and biodiversity into consideration when making investment decisions and engaging in dialogue with investee companies
- Excluding companies that engage in business related to inhumane weapons as potential investees
- Endorsing Advance, a stewardship initiative where institutional investors work together to take action on human rights and social issues

See ["Human Rights"](#) for details of initiatives.

<Reference: Endorsement of collaborative stewardship initiative "Advance">

"Advance" is a stewardship initiative established by PRI where institutional investors work together to take action on human rights and social issues.

As a responsible institutional investor, we will give consideration to human rights in our investment decisions and stewardship activities in order to promote a positive impact on human rights and social issues.



\* Japan Post Insurance is an Advance endorser and does not participate in any engagement activities in Advance.

## Initiatives for Human Capital

As a responsible investor, we also give consideration to human capital in asset management as well as encourage human capital initiatives and enhanced related information disclosure in our engagement with investee companies and other undertakings.

See ["Human Capital Management"](#) for details of these initiatives.



## Spreading Opinions and Information on Sustainable Investment

As a universal owner contributing to the sustainable growth of society as a whole, we communicate our opinions and policymakers through initiatives regarding the issues and requests that we consider important in order to promote sustainable investment. Additionally, we share information on sustainable investment with all stakeholders, including our customers.

<Communicating opinions>

<p><b>External committee membership, etc.</b></p>	<ul style="list-style-type: none"> <li>• Member of the ESG Investment and Finance Working Group and the Stewardship Activities Working Group, The Life Insurance Association of Japan</li> <li>• Member of the Working Group on Impact Investment (Financial Services Agency)</li> <li>• Member of the Study Group on Impact Investment (Financial Services Agency, GSG-NAB Japan)</li> <li>• Committee member of Japan Impact-driven Financing Initiative (IDFI)</li> <li>• Director of the Future Design Initiative by Science and Finance (FDSF)</li> <li>• Discussion member of the Market Research &amp; Formation Subcommittee, Impact Consortium</li> <li>• Co-Chair of the GIIN's Japan Working Group</li> </ul>
<p><b>Policy engagement/ recommendations</b></p>	<ul style="list-style-type: none"> <li>• Dialogue and exchange of opinions with policymakers and relevant authorities in various countries</li> <li>• Communication of opinions for the revitalization of the stock market and the realization of a sustainable society through policy recommendation reports (The Life Insurance Association of Japan)</li> <li>• Sharing opinions through initiatives, etc. (CDP, Investor Agenda, etc.)</li> </ul>



<Spreading information>

<b>Seminars and other events</b>	Our executives and employees disseminate information on sustainable investment at seminars and other events.
<b>Lectures at universities and other educational institutions</b>	To contribute to the development of the next generation of financial professionals, we hold lectures on sustainable investment at universities and other educational institutions. We keep the content practical, explaining the significance of sustainable investment, describing our specific initiatives and their results, and sharing other information with investment case studies. For more information about this initiative, read about our " <a href="#">Social Contribution Activities</a> ."
<b>Spreading information in multiple directions</b>	We use a variety of media to share information on our sustainable investment initiatives with our stakeholders in ways that are easy to understand. <Reports> - <a href="#">Annual Report</a> - <a href="#">Sustainability Report</a> - <a href="#">Responsible Investment Report</a> <Online Media> - <a href="#">Japan Post Insurance Junction (in Japanese)</a> - <a href="#">JP CAST (in Japanese)</a>

## Responsible Investment Report

We publish a Responsible Investment Report to provide more detailed information on our sustainable investment and stewardship activities.

▸ [Responsible Investment Report \(FY2024\)](#)

<Backnumber>

▸ [Responsible Investment Report \(FY2023\)](#)

▸ [Responsible Investment Report \(FY2022\)](#)

▸ [Stewardship Activities Report \(2020.7~2021.6\)](#)

▸ [Stewardship Activities Report \(2019.7~2020.6\)](#)

\* Accompanying the expansion of its content, the "Stewardship Activities Report" was renamed the "Responsible Investment Report" in FY2022



## Framework for Sustainable Investments / Investment Examples

◆ For more detailed information on our sustainable investments and stewardship activities, please refer to the ["Responsible Investment Report."](#)

### Framework for Sustainable Investments

Our sustainable investment efforts are focused on the items listed below.



ESG Integration



Engagement and Exercising Voting Rights



Negative Screening



Sustainability-themed Investments and Impact Investments

### ESG Integration

Having introduced ESG integration for all assets under management, we comprehensively evaluate and use financial information as well as sustainability (medium- to long-term sustainability, including ESG (environmental, social, and governance) elements). In making investments and loans, we integrate a method that takes each asset's characteristics into account so as to comprehensively evaluate the sustainability-related initiatives of the investee and incorporate these into our decision-making process. [We have also measured and analyzed the greenhouse gas emissions of our entire portfolio and for each investees](#), and use the findings to engage with (have constructive dialogue with) carbon intensive sectors and investees to reduce emissions and, finally, to make investment decisions. In addition, we have established criteria for [negative screening](#) in order to resolve sustainability issues and realize a sustainable society.



<Approach to incorporating sustainability factors by asset type>

<b>In-house</b>	<b>Government bonds and quasi-government bonds</b>	<ul style="list-style-type: none"> <li>• When making investment decisions and during monitoring, we evaluate the investee's sustainability factors with reference to scores from external ESG ratings agencies.</li> <li>• When making sustainability-themed investments, we invest in projects that can broadly contribute to the achievement of the SDGs and the resolution of issues, after checking how funds will be used and project feasibility.</li> <li>• We measure and evaluate sustainability outcomes for sustainability-themed bonds in which we have invested with the intention of contributing to the resolution of environmental and social issues.</li> </ul>
	<b>Domestic and foreign corporate bonds</b>	<ul style="list-style-type: none"> <li>• When making investment decisions and during monitoring, we evaluate the investee's sustainability factors with reference to scores from external ESG ratings agencies.</li> <li>• When making investment decisions, we assess and consider investee companies' responses to climate change, including their efforts to reduce greenhouse gas emissions.</li> <li>• We evaluate the status of investee company sustainability-related initiatives through dialogues with them and by utilizing the information obtained therein.</li> <li>• When making sustainability-themed investments, we invest in projects that can broadly contribute to the achievement of the SDGs and the resolution of issues, after checking how funds will be used and project feasibility.</li> </ul>
	<b>Domestic equities</b>	<ul style="list-style-type: none"> <li>• We use our uniquely developed ESG scoring system to evaluate our equity portfolio and manage three types of domestic equity ESG funds (dividend funds, growth funds, and undervalued dividend funds).</li> <li>• ESG scoring method: Items that affect future cash flow and cost of capital are extracted and evaluated for each of the three elements of environment (E), social (S), and governance (G).</li> </ul>



<b>In-house</b>	<b>Project finance</b>	<ul style="list-style-type: none"> <li>• We check environmental impact and other factors when assessing potential investments or loans before making decisions on each.</li> <li>• We do not invest additionally in coal-fired power generation projects regardless of location because those emit a large amount of CO<sub>2</sub>, and we are concerned about an impact on climate change.</li> </ul>
	<b>Domestic municipal bonds and loans</b>	<ul style="list-style-type: none"> <li>• We consider sustainability factors when selecting municipalities for investment, loans, or dialogue. (Specifically, when selecting municipalities for investment, loans, or dialogue, we regularly check their sustainability-related initiatives, such as certification under the Zero Carbon City<sup>*1</sup> and SDGs Future City<sup>*2</sup> programs.)</li> <li>• We evaluate the sustainability-related initiatives of municipalities for investment or loans through regular dialogues with them and by utilizing the information obtained therein.</li> <li>• We invest in SDG bonds with the aim of contributing to the sustainable growth of local communities.</li> </ul> <p>(*1) As announced by the Ministry of the Environment, a "zero carbon city" is one where the municipality or its chief executive has announced that the municipality aims to reduce greenhouse gas emissions or CO<sub>2</sub> emissions to net zero by 2050.</p> <p>(*2) The Cabinet Office selects municipalities proposing outstanding initiatives for the achievement of the SDGs as "SDGs Future Cities."</p>
<b>Externally managed</b>	<b>Equities, corporate and government bonds, alternative investment, etc.</b>	<ul style="list-style-type: none"> <li>• When selecting and monitoring external investment managers, we check their sustainable investment initiatives (policies and attitudes toward sustainability, specific investment approaches, etc.) using our proprietary questionnaire and take these into consideration when making investment decisions.</li> <li>• When deciding whether to invest, we consider the specifications of the eligible funds and check whether their negative screening and other efforts to exclude specific businesses, etc. are appropriate in light of Japan Post Insurance's negative screening criteria.</li> </ul>



## Engagement and Exercising Voting Rights

We accurately understand the conditions of investees to engage constructively with them. While building relationships with investees, we ask disclosure of not only financial information but also non-financial information, including ESG elements to confirm their initiatives for sustainability issues, etc. For externally managed assets, we hold regular meetings on stewardship activities with investment managers and check engagement initiatives by asset managers with investee companies, taking characteristics of each asset into account.

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 sustainable factors, and information gained from dialogues with companies. Japan Post Insurance has accepted Japan's Stewardship Code and has established Company policies in accordance with it.

See ["Stewardship Activities"](#) for details.

## Negative Screening

We make the following efforts in order to solve sustainability issues and realize a sustainable society.

- We do not invest in companies that manufacture controversial weapons (Cluster weapons, Anti-personnel mines, Biological weapons and Chemical weapons) due to indiscriminate serious damage on civilians.
- We do not invest additionally in coal-fired power generation projects regardless of power generation efficiency or location because those emit a large amount of CO<sub>2</sub>, and we are concerned about an impact on climate change.

## Sustainability-themed Investments and Impact Investments

We proactively engage in sustainability-themed investments and impact investments\* centered on "warmth" and founded in our priority initiative themes of "enhancement of well-being," "development of local communities and society," and "contribution to environmental protection."

Please see ["Major Sustainable Investment examples"](#) for information on our investment cases.

\* Impact investments mean investment activities intended to generate positive and measurable social and environmental impact in parallel with financial returns.



## Promoting the Impact "K" Projects

To expand our investment in and lend more money to impact-driven projects, we have been conducting the Impact "K" Project, an impact investment certification framework uniquely defined by Japan Post Insurance. In order to fulfill our fiduciary responsibility to our clients, we will promote impact investment after having carefully examined the impact investment structure, strategy, track record, selection and management status of investees, and IMM\* of the management company to whom we entrust the investments.



<Authorization of Impact "K" Fund • Examples>



Please refer to the [Responsible Investment Report](#) for the Impact "K" Project authorization flow and investment examples.

\* Impact Measurement and Management.



## Initiatives for Academic-industrial Collaboration

Out of our belief that contributing to the development of educational systems and advanced research at universities will be beneficial in helping to solve various social issues, we have committed to industry-academia collaboration in the area of asset management.

<p><b>Building a framework for cooperation and collaboration with universities</b></p>	<p>We signed a memorandum of understanding for collaboration and cooperation to actively promote investment in innovative technological developments and businesses held by academia. Currently, we are discussing the utilization of research results from universities, with a focus on the area of impact investment.</p>								
	<table border="1"> <tr> <td><b>FY2021</b></td> <td><a href="#">Keio University (in Japanese)</a></td> </tr> <tr> <td><b>FY2022</b></td> <td><a href="#">The University of Osaka (in Japanese)</a>, <a href="#">The Ritsumeikan Trust (in Japanese)</a></td> </tr> <tr> <td><b>FY2024</b></td> <td>The University of Tokyo (Division of University Corporate Relations)</td> </tr> <tr> <td><b>FY2025</b></td> <td>Waseda University, Tokyo University of Science , Kobe University</td> </tr> </table>	<b>FY2021</b>	<a href="#">Keio University (in Japanese)</a>	<b>FY2022</b>	<a href="#">The University of Osaka (in Japanese)</a> , <a href="#">The Ritsumeikan Trust (in Japanese)</a>	<b>FY2024</b>	The University of Tokyo (Division of University Corporate Relations)	<b>FY2025</b>	Waseda University, Tokyo University of Science , Kobe University
	<b>FY2021</b>	<a href="#">Keio University (in Japanese)</a>							
	<b>FY2022</b>	<a href="#">The University of Osaka (in Japanese)</a> , <a href="#">The Ritsumeikan Trust (in Japanese)</a>							
	<b>FY2024</b>	The University of Tokyo (Division of University Corporate Relations)							
<b>FY2025</b>	Waseda University, Tokyo University of Science , Kobe University								
<p><b>Holding lectures at universities</b></p>	<p>To contribute to the development of financial professionals, we give lectures on sustainable investment at universities. For more information about this initiative, please read about our <a href="#">"Social Contribution Activities."</a></p>								

We invest in funds that finance university startups and the area of impact investment in accordance with the themes of research results from universities.



**Impact Capital**  
インパクト・キャピタル



**D3 LLC**  
Discovery Development Deployment














In addition, we invest in sustainability bonds and social bonds issued by university corporations for the purpose of education and research development.

<b>May 2023</b>	Tokai National Higher Education and Research System	Sustainability bond "THERS Commons Bonds"
<b>January 2023</b>	Tohoku University	Sustainability bond "Tohoku University Future Creation Bonds"
<b>December 2022</b>	Tokyo Institute of Technology	Sustainability bond "Tokyo Institute of Technology Tsubame Bonds"

## Major Sustainable Investment Examples

We make sustainability-themed investments taking sustainability factors into account. We invest in projects that can broadly contribute to the achievement of the SDGs and the resolution of issues, after checking their feasibility and that the funds usage is limited.

### Investment in Sustainability-themed Bonds

Investments	Main Relevant SDGs
Investment in Blue Bonds issued by the Republic of Indonesia 	 
Investment in a transition bond to support efforts to reduce greenhouse gas emissions  © Nippon Yusen Kabushiki Kaisya	  
<a href="#">Investment in an Education Bond to support school education, vocational training, gender equality, in the Asia-Pacific region</a>  © 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.](#)



© Inter-American Development Bank



[Investment in a Green Transition Bond to support the transition toward decarbonization of carbon-intensive industries](#)



© European Bank for Reconstruction and Development



Investment in a Sustainable Development Bond in response to the COVID-19



© Inter-American Development Bank



Investment in a Sustainability Awareness Bond to fight against COVID-19



Community of Madrid  
© European Investment Bank



Investment in a Social Bond themed Feed Africa to increase food production on the African continent



© African Development Bank



Investment in a Sustainable Development Bond to Raise Awareness of Health and Nutrition of Women, Children, and Adolescents



©World Bank





Investment in a Thematic Bond promoting gender equality



© Asian Development Bank



**Investment in Renewable Energy Businesses**

**Investments**

**Main Relevant SDGs**

Investment and loan in the renewable energy business such as solar power generation



**Investment in funds**

**Investments**

**Main Relevant SDGs**

Launch of a system-change-oriented impact investment fund targeting listed Japanese companies  
 - Japan Post Insurance, Mitsubishi UFJ Trust and Banking, and Japan Social Innovation and Investment Foundation collaborate to pursue structural solutions to social challenges -



Investment in D3 Bio Healthcare Fund II Limited Partnership  
 - Promoting impact investment through a memorandum of understanding for collaboration and cooperation with The University of Osaka -





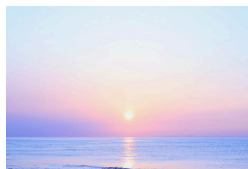
Investment in Impact Capital I Limited Partnership  
 - Promoting impact investment through a memorandum of understanding for collaboration and cooperation with the Ritsumeikan Trust -



Investment in a fund that aims to achieve both social and economic returns by investing in medical and health fields and digital technology fields originating in academia



Investment in a fund that seeks to "improve wellness literacy" and "enhance social capital," which we believe are leverage points for achieving wellness equity



Investment in companies that solve social issues and funds that seek the development of a sustainable Japanese society in which people have a high degree of well-being and live in harmony with the environment





Investment in a fund that attracts outstanding nursery school operating companies to urban areas with large numbers of children on waiting lists



*Impact "K" Project*



Investment in Japan Post Investment Regional Development and Impact Fund I, ILP, which invests in companies that contribute to generating a social impact to achieve regional economic revitalization and the SDGs



Investment in a fund that aims to achieve both social and economic returns by investing in domestic companies that are actively engaged in generating a social impact



*Impact "K" Project*




Investment in a real estate fund that invests in ESG-friendly residential properties for leasing





**Loans to local governments (using Postal Life Insurance funds)**

Investments	Main Relevant SDGs
<p>Loans to local governments using Postal Life Insurance assets are policy loans carried on by the Organization for Postal Savings, Postal Life Insurance and Post Office Network (the "Organization") after the privatization of the postal service. Japan Post Insurance undertakes credit management duties for these loans under an operations consignment agreement with the Organization. As of March 31, 2025, Japan Post Insurance held loans to approximately 1,600 local governments, totaling approximately 1.5 trillion yen. Over 90% of the loans were tied to specific uses such as sewage projects, enhancing school facilities, and building public housing. We contribute to promoting infrastructure enhancement and resident welfare through measures such as annual surveys of facilities utilization.</p>	

# Stewardship Activities

We have been promoting stewardship activities as a universal owner that manages diverse, long-term assets, in order to fulfill our responsibilities and respond appropriately to social demands for compliance with the Japan's Stewardship Code.

Through constructive dialogue (engagement) with portfolio companies, we aim to enhance corporate value over the medium to long term. Moreover, we seek to accurately understand their situations, including aspects such as their sustainability issues and their medium- to long-term management strategies for addressing them. In addition, by directly engaging with portfolio companies on issues such as Board of Directors composition, officer remuneration, shareholder returns and other capital policies, information disclosure policies, climate change, biodiversity, human rights, and human capital, we confirm their efforts to address sustainability issues, and share a recognition of these issues.

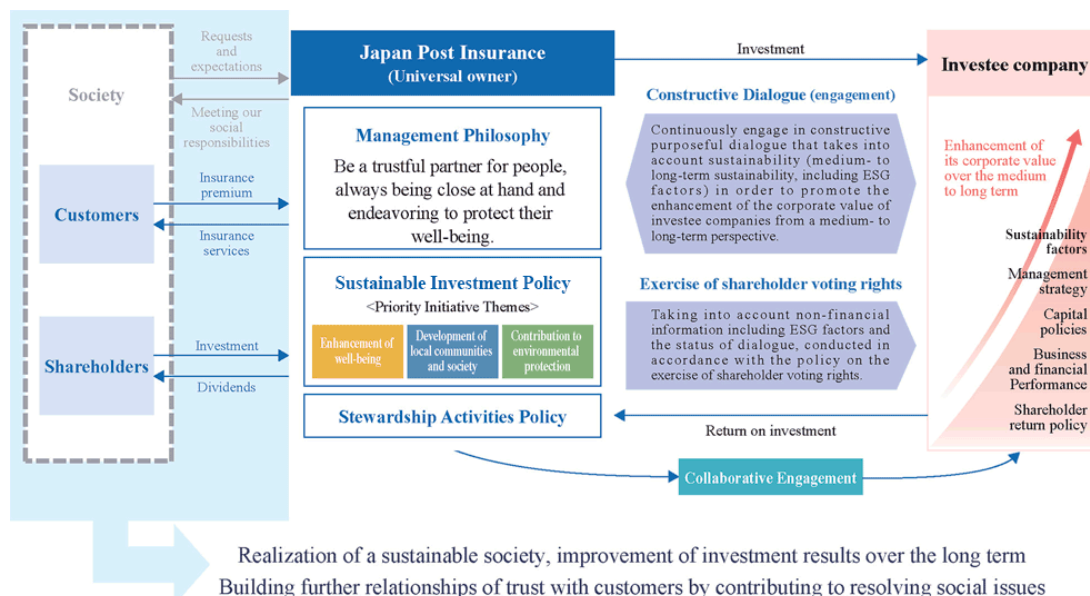
When choosing who to engage in dialogue, discussions are first held within our investment team based on the Stewardship Activities Policy formulated annually. We then engage with each investee in order of priority based on confirmation of the progress of issues shared in the past, level of importance to the portfolio, and specific matters that the person in charge is focusing on (GHG emissions, etc.).

In exercising our voting rights, we basically follow our shareholder voting policy, but we do not make conventional judgments, rather we take into account non-financial information including ESG factors and the status of dialogue, and implement the policy appropriately.

In cases where there are no prospects for constructive dialogue or progress in addressing issues despite carrying out ongoing constructive engagement with investees, where necessary, we will escalate our response in stages by requesting a meeting with management, exercising our voting rights, or reviewing asset allocation.

These stewardship activities are deliberated by the Responsible Investment Advisory Sectional Meeting with external experts.

For more detailed information on our sustainable investments and stewardship activities, please refer to the [Responsible Investment Report](#).

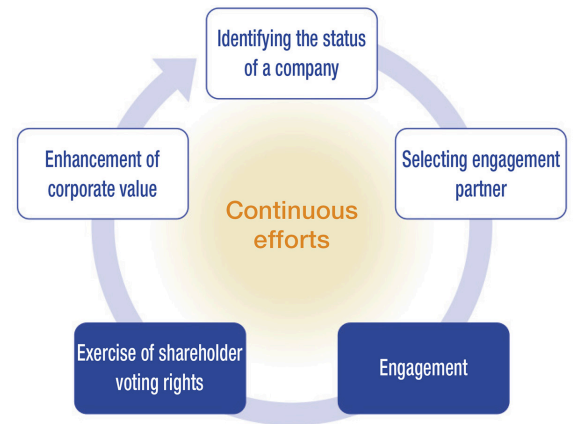


Click on the image to open the zoom-in version in a new window.



## Stewardship Activities Policy

We have established the Stewardship Activities Policy as our response to each principle set forth in Japan's Stewardship Code and our basic approach to all aspects of stewardship activities. We implement stewardship activities in accordance with this policy. Until FY2021, our stewardship activities under the Stewardship Activities Policy were limited to domestic equities and domestic corporate bonds, but since FY2022 we have expanded the scope of these activities to include other assets by strengthening engagement measures regarding these assets. We undertake stewardship activities using methods based on the characteristics of each asset.



Flow of stewardship activities

▸ [Stewardship Activities Policy](#)

## Engagement with Portfolio Companies (Constructive Dialogue)

We conduct engagement (constructive dialogue) to support the enhancement of value and the sustainable growth of our portfolio companies. Dialogue is conducted from a medium- to long-term perspective, sharing the status of initiatives related to management strategies and sustainability as well as issues we identify as investors. We also encourage appropriate responses to these issues and the enhancement of information disclosure.

### Main Dialogue Themes

- Environment: GHG emissions reduction, climate change, initiatives on natural capital
- Society: Human capital (women's advancement, work environment, etc.), initiatives on human rights
- Governance: Board of Directors composition, director independence, officer remuneration
- Other: Management strategies, information disclosure, shareholder returns, capital policy



### Guidelines for electrical power sector

The emission intensity (g-CO<sub>2</sub>/KWh) standard that the electrical power sector should aim for by 2030 is as follows:

**195 to 270 g-CO<sub>2</sub>/kWh**

This standard was formulated based on the Net Zero Emissions by 2050 scenario (NZE scenario) and the Announced Pledges scenario (APS scenario) set out in the World Energy Outlook 2024 release by the International Energy Agency (IEA). The standard that we use will be revised accordingly in response to any changes in the external environment or updates to the aforementioned scenarios.

## Responsible Investment Report

We publish a Responsible Investment Report to provide more detailed information on our sustainable investment and stewardship activities.

▸ [Responsible Investment Report \(FY2024\)](#)

back issue

▸ [Responsible Investment Report \(FY2023\)](#)

▸ [Responsible Investment Report \(FY2022\)](#)

▸ [Stewardship Activities Report\(2020.7~2021.6\)](#)

▸ [Stewardship Activities Report\(2019.7~2020.6\)](#)

(\*) In line with the expanded content of the report, the Stewardship Activity Report was renamed the Responsible Investment Report.



## Policy on Exercise of Shareholder Voting Rights

We exercise shareholder voting rights appropriately in accordance with our Policy on Exercise of Shareholder Voting Rights.

Taking into account the growing public interest in sustainability and policy trends, we revised our policy to add provisions related to environmental, social and governance (ESG) issues that contribute to the expansion of corporate value, with the aim of encouraging investee companies to make further efforts to improve their sustainability.

▸ [Policy on Exercise of Shareholder Voting Rights \(in Japanese\)](#)

## Standards for the Exercise of Shareholder Voting Rights

Since May 2022, we have disclosed our Standards for the Exercise of Shareholder Voting Rights, which set forth specific criteria for the exercise of shareholder voting rights on individual proposals.

▸ [Standards for the Exercise of Shareholder Voting Rights \(in Japanese\)](#) 

## Results of Exercise of Shareholder Voting Rights (by Agenda)

The results of the exercise of shareholder voting rights and the reasons for approval or disapproval of each agenda item for our domestic stocks (in-house investment) are disclosed.

▸ [Results of Exercise of Shareholder Voting Rights \(in Japanese\)](#)



# Stakeholder Engagement

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# Basic Concept

We recognize that accurately understanding what our stakeholders demand and expect from the Company through engagement 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.



Click on the image to open the zoom-in version in a new window.

▶ [Multi-Stakeholder Policy\\_\(in Japanese\)\\_\(PDF/55KB\)](#)



## Engagement 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.

### Basic Policy for Customer-first Business Operations

In the best interests of every customer, we announced our vision for customer-first business operations, along with the measures needed to ensure its realization in terms of our framework and business operations, as our "Basic Policies for Customer-first Business Operations."

The entire Company will work as one in an effort to further improve and develop customer-first business operations based on the "Basic Policies for Customer-first Business Operations."

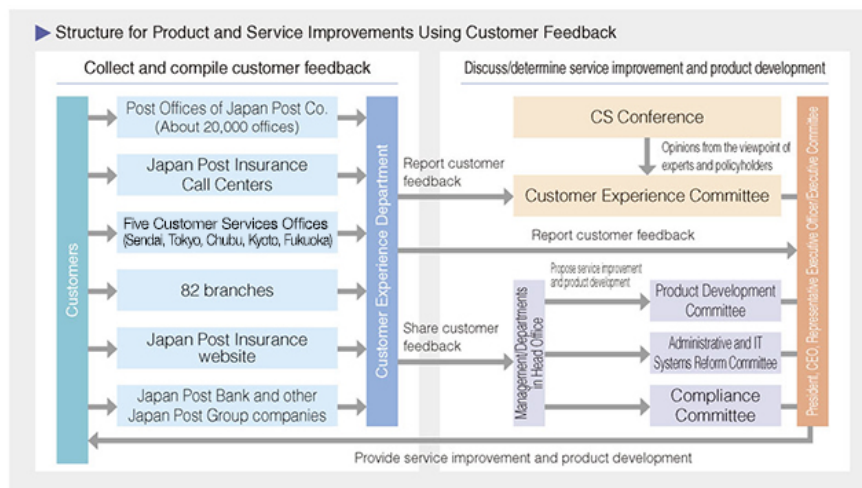
▶ [Basic Policy for Customer-first Business Operations \(in Japanese\)](#)

### Initiatives to Utilize Customer Feedback in Management

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 a lot of feedback comments from our customers through the post offices and Japan Post Insurance Call Centers. 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.



Click on the image to open the zoom-in version in a new window.



## Cases of Product and Service Improvements Using Customer Feedback

Our business is supported by the various opinions we receive from our customers. In fact, we have improved a number of services based on the advice we received.

We will continue to respond sincerely to customer feedback and utilize such feedback in our operations.

- ▶ [Cases of Product and Service Improvements Using Customer Feedback \(Annual Report 2025 P.86\)](#)



## Approach to Policyholder Protection

We strive to resolve complaints about insurance payments and other matters through our Customer Service Offices and other departments.

In certain cases, it is difficult to resolve a dispute in the course of customer consultations, such as when a customer is not convinced by the explanations provided by the Customer Service Offices, and the customer will request a review from a third party. In these cases, we form Claims-Related Services Review Session consisting of outside attorneys and other individuals to conduct an impartial review at the request of the policyholder. This approach protects the legitimate interests of policyholders and other parties, while we maintain the proper execution of assessments and other operations.

- ▶ [Approach to Policyholder Protection \(in Japanese\)](#)

## 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.

- ▶ [Customer Satisfaction Survey \(in Japanese\)](#)
- ▶ [Customer Satisfaction Survey \(Customer Feedback Survey\) Results \(ESG Data\)](#)



## Quantity and Content of Customer Feedback (Gratitude and Compliments)

We publish notes of gratitude and compliments received from customers.

We continue to strive to improve services from the point of view of the customer to receive even more positive feedback.

- ▶ [Quantity and Content of Customer Feedback \(Gratitude and Compliments\) \(Annual Report 2025 P.86\)](#)

## Quantity and Content of Customer Feedback (Complaints)

To increase the transparency of our management, we disclose complaints received from our customers and provide a breakdown of the number of complaints.

- ▶ [Quantity and Content of Customer Feedback \(Complaints\) \(Annual Report 2025 P.85\)](#)



## Engagement with Shareholders and Investors

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

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

▸ [Disclosure Policy](#)

### Investor Relations (IR) and Shareholders Relations (SR) Activities

After the announcement of quarterly financial results, the Company holds conference calls and financial results meetings, etc., for domestic and overseas institutional investors, in which its management team explains management strategies and financial conditions. To respond to the interests of institutional investors, the Company also conducts dialogues through individual interviews. In the fiscal year ended March 31, 2025, the Company held a meeting on its sustainability initiatives, and for the first time, Outside Directors gave presentations at an IR event for investors.

The Company held a total of four company information sessions for individual investors in the fiscal year ended March 31, 2025, and received opinions from many individual investors through queries and responses to questionnaires. To ensure fairness in its information disclosure, the Company has established a page for shareholders and investors (IR website), where it posts corporate information for investors, such as timely disclosure information, in a both Japanese and English.

The Company also implements an IR Mailing Service to communicate information related to investor relations.

The Company will continue to conduct IR and SR(Note)activities so that it can engage in active dialogue with its shareholders and investors.

Note: An acronym for "Shareholder Relations," which is carried out for the purpose of building good relationships with existing shareholders.

▸ [Investor Relations\(IR\) Website](#)

▸ [IR Mailing Service](#)



### Dialogues with Shareholders and Investors in FY2024

IR interviews		Total: 198
Breakdown of institutional investors and analysts	Domestic institutional investors and analysts	81
	Overseas institutional investors	117
Breakdown of Company personnel handling interviews	Management	96
	IR-related departments	102
Financial results conference calls (quarterly)		4
Financial results & corporate strategy meetings (interim and year-end)		2
Other IR meetings (sustainability meeting)		1
Small meetings between domestic and overseas institutional investors/analysts and the Company's president		2 <small>(Number of participating: institutional investors: 13; analysts: 6)</small>
Company information sessions for individual investors		Face-to-face: 2; online: 2 <small>(Total number of participants: 1,076)</small>

SR interviews		Total: 11
Breakdown of institutional investors, etc.	Domestic institutional investors	10
	Proxy-advisory firms	1
Breakdown of Company personnel handling interviews	SR-related departments	11

#### Holding a sustainability meeting with Outside Directors and management team members as speakers

A sustainability meeting was held for institutional investors and analysts. For the first time in the Company's history, Outside Directors gave presentations at an IR event and engaged in discussions on various topics centered on their own views and activities, such as the state of discussions at meetings of the Board of Directors and responses to market evaluations.



## Themes of Dialogues

### [Major Concerns of Shareholders and Investors]

Management Strategies, etc.	<ul style="list-style-type: none"> <li>Recognition of and measures to improve the stock price and capital efficiency</li> <li>Status and future policy of alliances and investments</li> </ul>
Business Performance	<ul style="list-style-type: none"> <li>Business performance and sustainability of its level from the next fiscal year and beyond</li> <li>Impact of interest rate hikes and other factors on business performance</li> </ul>
Sales and Products	<ul style="list-style-type: none"> <li>Recovery of sales and future strategies</li> <li>Future product strategies in light of rising interest rates</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Future management policy for yen-denominated interest bearing assets in light of rising interest rates</li> <li>Status of and future management policy for return-seeking assets</li> </ul>
Shareholder Returns	<ul style="list-style-type: none"> <li>Approach to dividend increases and treasury stock acquisitions</li> <li>Future direction and predictability of shareholder returns</li> </ul>

Capital Policy	<ul style="list-style-type: none"> <li>Evaluation of ESR levels and future management actions</li> <li>Effectiveness of reinsurance and future policy for reinsurance utilization</li> </ul>
Human Capital	<ul style="list-style-type: none"> <li>Disclosure of human resource portfolio plans</li> <li>Further initiatives to improve employee engagement</li> <li>Measures to expand the pipeline of women management candidates</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>Further disclosure of the roles, skills, and activities of Outside Directors</li> <li>KPIs and composition ratios for executive compensation</li> </ul>
Value Creation Story	<ul style="list-style-type: none"> <li>Long-term vision and growth drivers to improve corporate value</li> </ul>

## Feedbacks to our Business Management

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

### [Examples of opinions reflected to our business]

Capital Policy	<ul style="list-style-type: none"> <li>Added adjusted profit, an indicator that partially adjusts for factors unique to life insurance companies, and adjusted ROE (based on this target) to the Company's financial targets. Clarified implementation of shareholder returns based on these indicators, and realization of growth that exceeds the cost of shareholders' equity [Medium-term Management Plan]</li> <li>Established and disclosed appropriate ESR standards (target range) [Financial results &amp; corporate strategy meeting material for FY2022]</li> <li>Established and disclosed total payout ratio for FY2025, to enhance shareholder returns and predictability [Financial results conference call material for FY2024]</li> </ul>
Expansion of Disclosure Items	<ul style="list-style-type: none"> <li>Disclosed personnel scheduled to be appointed to each committee after the conclusion of the General Meeting of Shareholders [Convocation notice]</li> <li>Disclosed ES Survey results as indicators related to employee engagement [Annual Report]</li> <li>Disclosed the governance structure diagram for cyber risk [Annual Report]</li> <li>Disclosed Japanese and English versions simultaneously [Convocation notice]</li> <li>Disclosed reasons for selection of skills in the skills matrix for Directors [Convocation notice]</li> <li>Disclosed the formula for calculating adjusted ROE [Financial results conference call material for the fiscal year ended March 31, 2025]</li> </ul>
Executive Compensation	<ul style="list-style-type: none"> <li>Added progress in promotion of ESG management as an indicator for performance-linked compensation</li> </ul>
Other	<ul style="list-style-type: none"> <li>Held small meetings between institutional investors and the President</li> </ul>



## Details of the General Meeting of Shareholders Held this year

Date	June 18, 2025
Meeting duration	1 hour and 29 minutes
Number of attending shareholders	98
Mailing date of Convocation Notice	June 2, 2025
Start date of measures for electronic provision	May 21, 2025

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

Regarding the provision of materials for the General Meeting of Shareholders prior to the holding of the 19th Ordinary General Meeting of Shareholders, as in the past, the Company endeavored to disclose and send the materials as early as possible so that shareholders would have enough time to carefully review the proposals and the Company accepted questions in advance through its website. In addition, the Company has taken advantage of a system for electronic provision of materials to enhance content related to sustainability and other topics. The English versions were also disclosed at the same time as the Japanese versions. In addition, the securities report is disclosed prior to the General Meeting of Shareholders.

As for the exercising of voting rights, the Company participates in the virtual platform recommended by the Tokyo Stock Exchange, which allows institutional investors to exercise voting rights electronically, and it has adopted a system that allows shareholders to easily exercise voting rights by scanning a QR code with a smartphone, etc.

On the day of the General Meeting of Shareholders, the proceedings are streamed live on the Internet so that shareholders can watch the meeting from their homes or elsewhere. In the Company's business reports, the Company uses video materials to provide easy-to-understand explanations, striving to ensure that shareholders can understand its management and businesses. The Company also mutual understanding by answering questions received in advance and by holding a question-and-answer session with shareholders.

After the meeting, the Company swiftly discloses the results of the exercised voting rights, the video of the report presented on the day of the meeting, and other relevant information on the Company's website as part of its efforts to improve the way the Company provides corporate information to shareholders.

▸ [General Meeting of Shareholders](#) 



## Engagement with Employees

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We seek to become a company in which management and employees share a common vision for the future, and each individual feels employee satisfaction (ES) while growing together with the company. In addition, we will listen to the opinions of a wide range of employees and make continuous efforts to improve the organization and build a comfortable working environment.

▸ [Efforts to Improve Communication](#)

▸ [ES Surveys](#)

▸ [Promoting Diversity and Flexible Work Styles](#)



## Engagement with Local Communities and Society

We provide simple, easy-to-understand products and services to our customers through post offices nationwide. Our management policy also stipulates that we contribute to the development of local communities and society. We carry out a variety of activities as a member of the local communities we serve.

### Popularization and Promotion of "Radio-Taiso"

"Radio-Taiso" is familiar to many people as an exercise that can be done easily anytime, anywhere, by anyone. In this age of 100-year lifespans, we hold "Radio-Taiso" events all over the country to help solve social issues related to health and community revitalization.

▸ [Radio-Taiso \(in Japanese\)](#)

### Community-Based Social Contribution Activities

We provide support to organizations and events that contribute to the development of local communities and society. In addition, as a member of the local community, our locations across the country engage in community-based volunteer activities and sponsor neighborhood events.

▸ [Social Contribution Activities](#)

### Support for Initiatives

We express support and sign on to various initiatives, striving to exchange information for the benefit of community and social development.

▸ [External Evaluation and Support for Initiatives](#)



## Dialogue with Experts

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Japan Post Group holds periodic dialogues with experts to receive opinions and proposals about the group.

▸ [Stakeholder Engagement](#) 



# External Evaluation and Support for Initiatives





# External Evaluation and Support for Initiatives

## External Evaluation

### FTSE4Good Index Series

We were selected for inclusion in the FTSE4Good Index Series created by global index provider FTSE Russell to measure the performance of outstanding companies in the fields of environmental, social, and governance (ESG) issues.

▶ [FTSE4Good Index Series](#)



**FTSE4Good**

### FTSE JPX Blossom Japan Index

We were selected for inclusion in the FTSE JPX Blossom Japan Index, an index composed of Japanese companies selected for their outstanding initiatives in the fields of environmental, social, and governance (ESG) issues.

▶ [FTSE Blossom Index Series](#)



**FTSE JPX Blossom Japan Index**

### FTSE JPX Blossom Japan Sector Relative Index

We were selected for inclusion in the FTSE JPX Blossom Japan Sector Relative Index, an index composed of Japanese companies that receive relatively high marks within their industry for their environmental, social and governance (ESG) initiatives.

▶ [FTSE Blossom Index Series](#)



**FTSE JPX Blossom Japan Sector Relative Index**

### S&P Global 「Sustainability Yearbook Member」

The Company was selected as a "Yearbook Member" in "The Sustainability Yearbook 2025" issued by S&P Global Inc. (U.S.), again in 2024, where it was ranked in the top 15% of companies within the global insurance industry based on an assessment of its sustainability. The Company was also designated as an "Industry Mover," a title given to businesses whose sustainability assessment within its own industry has improved the most over the previous year.





## MSCI Nihonkabu ESG Select Leaders Index

We were selected for inclusion in the MSCI Nihonkabu ESG Select Leaders Index, an index composed of companies that have received high marks from the perspectives of environmental, social, and governance (ESG) practices.

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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## ISS ESG

We have been recognized with the "Prime Status" designation by ISS ESG\* in its ESG Corporate Rating and has achieved evaluations placing it in the top 10% globally in the insurance industry. (as of October 2025)

The ESG Corporate Rating program evaluates corporate initiatives from environmental, social, and governance perspectives. Companies that are highly rated within their own industries are certified "Prime Status."

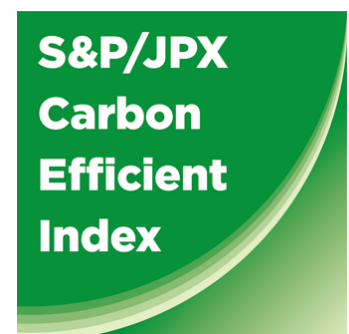


\* ISS ESG is the responsible investment division of Institutional Shareholder Services (ISS), a voting advisory firm.

[\(https://www.issgovernance.com/esg/ratings/\)](https://www.issgovernance.com/esg/ratings/)

## S&P/JPX Carbon Efficient Index

We are a constituent of the S&P/JPX Carbon Efficient Index. The index determines the weight of its constituents companies in the Tokyo Stock Price Index (TOPIX), a representative stock price index indicating trends in the Japanese market, with a focus on the status of disclosure of environmental information and carbon efficiency (carbon emissions in relation to net sales).





## MSCI Japan Empowering Women Index (WIN)

We included in the MSCI Japan Empowering Women Index (WIN), which consists of companies that are leading in terms of gender diversity.

2025 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

### Disclaimer

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We have been selected as a constituent of the "Morningstar Japan ex-REIT Gender Diversity Tilt Index" as "Group 1" the highest of the five ratings. In this index, companies that have strong gender diversity policies embedded in their corporate culture and that ensure equal opportunities to employees, irrespective of their gender are highly evaluated.



Japan ex-REIT Gender Diversity Tilt Index

TOP CONSTITUENT 2026

### Disclaimer

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## The FY2023 "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting"

In March 2024, we were selected as a "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. The "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting" is an award selected companies that are particularly outstanding in their efforts related to "support for all employees to manage to strike a balance between empowerment in the workplace and child rearing (i.e. dual-career and co-parenting) ."



## NIKKEI Sustainable Management Survey, SDGs Edition

We have been recognized as a 3.5 star entity under the 6th NIKKEI Sustainable Management Survey, SDGs Edition. The survey is a comprehensive examination of corporate attitudes towards solutions to environmental, social, and economic issues (contributions to the SDGs), as well as the details of SDGs-related businesses.



## Certified Health and Productivity Management Outstanding Organization

We were selected for the eighth consecutive year as a Certified Health and Productivity Management Outstanding Organization in the large enterprise category under a recognition program designed by the Ministry of Economy, Trade and Industry (METI) in which the Nippon Kenko Kaigi recognizes enterprises that are engaged in efforts to address health issues or are particularly outstanding in the practice of health and productivity management for promoting health.



## Platinum Kurumin

We have received Kurumin Certification from the Ministry of Health, Labour and Welfare since 2013, and acquired Platinum Kurumin Certification in March 2019. The Platinum Kurumin Certification system recognizes companies that are pursuing initiatives at an advanced level among companies that have received Kurumin Certification as childcare support companies.





## PRIDE INDEX

Since 2017, we have consecutively received the highest rank, "Gold," in the PRIDE INDEX. The PRIDE INDEX, created by "work with Pride" General Incorporated Association, recognizes workplace initiatives for sexual minorities such as LGBT.



## Tomonin Mark

As a company that promotes the establishment of a work environment which accommodates both work and nursing care for family members, the prevention of voluntary resignation due to nursing care for family members, and support toward reinstating employment, we have received the symbol mark "Tomonin" set up by the Ministry of Health, Labour and Welfare.



## Top Hundred Telework Pioneers

As a company with ample results, among all companies and organizations that have introduced or utilize teleworking, we were certified among the "Top Hundred Telework Pioneers" by the Ministry for Internal Affairs and Communications.



## DX Certification Program

We have received certification as a "DX certified operator" under the DX Certification Program of the Ministry of Economy, Trade and Industry. The DX Certification Program recognizes business operators that make excellent efforts in accordance with government guidelines for the operation and management of information processing systems, which were formulated based on the Act Partially Amending the Act on Facilitation of Information Processing, which came into effect on May 15, 2020.





## Sports Yell Company

The Japan Sports Agency certifies companies actively engaged in initiatives to implement sports for employee health promotion under the Sports Yell Company program. Japan Post Insurance was certified as a Sports Yell Company for 2025. Additionally, we received "Bronze certification," which is awarded to companies certified five or more times in total. We are engaged in initiatives such as "Radio-Taiso" to promote employee health.



## Tokyo Sports Promotion Company

Each year, the Tokyo Metropolitan Government certifies companies and other organizations implementing outstanding initiatives to encourage employees to participate in sports and provide support in the sporting field as "Tokyo Sports Promotion Companies." Japan Post Insurance was certified as a Tokyo Sports Promotion Company for FY2024. We support health promotion for everyone through the popularization and promotion of "Radio-Taiso" and "Minna no Taiso."



## Support for Initiatives

### United Nations Global Compact

We signed the United Nations Global Compact as JAPAN POST INSURANCE Co., Ltd. in 2022 (and as Japan Post Group back in 2008). The United Nations Global Compact is the world's largest sustainability initiative for the United Nations and the private sector (companies and organizations) to join forces to build a healthy global society. We support the four areas of human rights, labor, environment, and anti-corruption and Ten Principles of the United Nations Global Compact, and will continue our efforts to achieve them.





## Women's Empowerment Principles (WEPs)

In 2022, we declared our support for the Women's Empowerment Principles (WEPs).

The WEPs consist of seven international principles to promote women's economic empowerment to encourage vigorous corporate activity and growth through autonomous corporate initiatives, positioning gender equality and women's empowerment at the core of management.

In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Established by UN Women and the UN Global Compact Office

## the Declaration for 100% Paternity Leave

In 2025, we endorsed the Declaration for 100% Paternity Leave. The Declaration for 100% Paternity Leave was initiated in 2019 by Work-Life Balance Inc. It is a pledge made by company executives who set goals and implement concrete measures to achieve a 100% paternity leave acquisition rate among men. As of the time of our endorsement, more than 200 companies have joined in support, united in their aim to reform traditional practices.



## Task Force on Climated-related Financial Disclosures (TCFD)

We expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in April 2019.



## Taskforce on Nature-related Financial Disclosures (TNFD) Forum

We support the philosophy of TNFD and joined the TNFD Forum in June 2023 to support its activities.



## Principles for Responsible Investment (PRI)

We signed the Principles for Responsible Investment (PRI) in 2017. The PRI is an action principle proposed by the United Nations in 2006, which consists of six principles, including the corporation of sustainability issues into the investment decision-making process.

Signatory of:





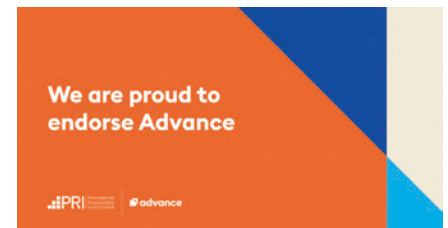
## Spring

In 2024, we signed on as an endorser to the Spring initiative, which seeks to empower investors to generate positive impacts on nature through their stewardship activities.



## Advance

In 2022, we joined Advance, a stewardship initiative where institutional investors work together to take action on human rights and social issues as an endorser.



## CDP

In 2022, we signed the CDP, an international initiative that encourages disclosure of environment-related information and resolution of environmental issues, in our capacity as an institutional investor.



## Climate Action 100+

We joined Climate Action 100+ (CA100+) in 2022. It is an international investor-led initiative to ensure corporations take necessary action on climate change through collaborative engagement (dialogue with companies).



## Japan Climate Initiative (JCI)

Since 2021, we have been supporting and participating in efforts by the Japan Climate Initiative (JCI), a network committed to realizing a decarbonized society.





## Japan Impact-driven Financing Initiative

We have signed the "Japan Impact-driven Financing Initiative" in 2021. It is an initiative to promote impact investment through cooperation and collaboration between diverse and multiple financial institutions that believe that the purpose of financial institutions is to actively address social and environmental issues, holistically understanding impact (environmental and social impact of the companies financial institutions are investing into).

Japan Impact-driven Financing Initiative

## Triple I for Global Health

In 2023, we joined Triple I for Global Health (Impact Investment Initiative for Global Health), an initiative that aims to contribute to solving social issues in the field of global health through impact investments.



## Social Impact Management Initiative (SIMI)

We have participated in the Social Impact Management Initiative (SIMI), a collaborative effort of diverse stakeholders in Japan since 2021.



## Impact Consortium

In 2024, we joined the Impact Consortium, a forum established to facilitate open dialogue on impact investing and related topics among a wide range of stakeholders, including investors, financial institutions, companies, and local governments, and to engage in communication and exchanges with domestic and international networks.

## Global Impact Investing Network (GIIN)

In 2024, we joined the Global Impact Investing Network (GIIN), an international network of investors and related stakeholders founded in the United States in 2009, with the aim of expanding both the scale and effectiveness of impact investing.





## Japan Stewardship Initiative (JSI)

In 2022, we joined the Japan Stewardship Initiative, which aims to facilitate the exchange of opinions on practical issues across the industry and support efficient information transmission to achieve more sophisticated and profound stewardship activities.



## Ownership Works Japan

In 2025, we joined Ownership Works Japan, an organization dedicated to promoting employee ownership programs. These programs aim to empower employees at investee companies of private equity funds and other investors to participate as owners in driving corporate value enhancement and to share directly in the companies' success.





# ESG Data

## Coverage

Japan Post Insurance Co., Ltd. (unless noted otherwise)

## Third-Party Verification

Our environmental and social data (GHG emissions, energy consumption, water usage, waste emissions and absentee rate) have been independently verified by a third party.

[Verification Report \(FY2024\)](#)





# ESG Data

## Data on Environment

(\*) Due to the increase of approximately 10,000 employees seconded to the Company from Japan Post Co., Ltd. following the transition to the “new Japan Post Insurance sales system” in April 2022, the figures for FY2022 in some items have changed significantly from those of FY2021.

### Scope1,2

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Scope1 (Direct energy use)	Facility	Town gas	1,000m <sup>3</sup>	728.9	621.8	904.9	954.5	1,011.2
			GJ	32,803.0	27,802.6	40,833.8	43,068.7	45,619.9
			tCO <sub>2</sub>	1,635.8	1,386.4	2,036.2	1,956.8	2,080.0
		LP gas	t	0.0	0.0	9.4	6.5	6.4
			GJ	0.0	0.0	476.2	327.4	321.6
			tCO <sub>2</sub>	0.0	0.0	28.1	19.6	19.2
		Kerosene	KL	10.6	11.8	78.1	81.4	65.9
			GJ	387.6	432.8	2,867.9	2,969.6	2,406.2
			tCO <sub>2</sub>	26.3	29.4	194.5	203.6	165.0
	Diesel oil	KL	0.6	2.0	0.8	0.7	0.7	
		GJ	21.6	74.5	29.5	26.2	26.2	
		tCO <sub>2</sub>	1.5	5.1	2.0	1.8	1.8	
	Heavy oil	KL	35.1	37.6	93.4	134.1	134.4	
		GJ	1,371.3	1,471.8	3,652.8	5,217.4	5,227.5	
		tCO <sub>2</sub>	95.0	102.0	253.1	369.2	369.9	
	Vehicles	Gasoline	KL	705.9	689.4	2,840.5	3,468.5	3,376.3
			GJ	24,423.8	23,851.6	98,281.3	115,846.8	112,769.1
			tCO <sub>2</sub>	1,638.8	1,600.4	6,594.7	7,943.2	7,732.2
		Diesel oil	KL	—	—	—	—	0.5
			GJ	—	—	—	—	17.3
			tCO <sub>2</sub>	—	—	—	—	1.2
Scope1 Total			GJ	59,007.2	53,633.3	146,141.5	167,456.1	166,387.9
Scope1 Total			tCO <sub>2</sub>	3,397.4	3,123.3	9,108.8	10,494.2	10,369.4



		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	
Scope2 (Indirect energy use)	Electricity	1,000kWh	29,066.6	26,551.6	41,505.9	41,902.4	44,850.5	
		GJ	284,663.5	260,913.6	410,168.2	361,995.6	387,508.7	
		tCO <sub>2</sub>	13,147.4	10,885.9	11,297.5	10,791.8	10,227.3	
	Cold water	GJ	10,157.3	9,414.7	10,402.8	9,689.7	10,313.1	
		tCO <sub>2</sub>	425.7	394.6	444.8	404.7	423.0	
	Warm water	GJ	7,899.2	7,062.6	6,320.0	5,089.0	5,407.1	
		tCO <sub>2</sub>	331.1	296.0	265.6	205.3	212.0	
	Steam	GJ	3,835.3	4,228.6	4,037.7	3,534.0	3,372.1	
		tCO <sub>2</sub>	160.7	177.2	169.2	158.0	150.8	
	Scope2 Total	GJ	306,555.3	281,619.4	430,928.6	380,308.4	406,600.9	
Scope2 Total	tCO <sub>2</sub>	14,064.9	11,753.7	12,177.1	11,559.8	11,013.0		
Scope1 and Scope2	Total energy consumption for Scope1 and Scope2		GJ	365,562.5	335,252.7	577,070.1	547,764.4	572,988.8
	Total CO <sub>2</sub> emissions for Scope1 and Scope2		tCO <sub>2</sub>	17,462.3	14,877.1	21,285.9	22,054.0	21,382.4
	Facility	Total energy consumption of facilities	GJ	341,138.7	311,401.1	478,788.8	431,917.6	460,202.3
		Energy consumption (total) crude oil equivalent	KL	8,801.4	8,034.1	12,352.8	11,143.5	11,873.2
		Total floor space	m <sup>2</sup>	250,032.9	267,197.4	345,651.0	352,140.7	357,971.6
		Basic unit of energy use	kl/m <sup>2</sup>	0.035	0.030	0.036	0.032	0.033
	Vehicles	CO <sub>2</sub> emissions from vehicles	tCO <sub>2</sub>	1,638.8	1,600.4	6,594.7	7,943.2	7,733.4
		Mileage	km	13,228,474.6	13,192,951.7	66,175,008.0	72,023,832.0	78,174,888.0
		Basic unit related to CO <sub>2</sub> emissions (emissions / mileage)	tCO <sub>2</sub> /km	0.0001239	0.0001213	0.0000997	0.0001103	0.0000989

(\*1) We have transitioned to the new Japan Post Insurance sales system from FY2022, but the above data for FY2021 and earlier does not reflect the change in measurement scope due to the change in system.

(\*2) Vehicle mileage in and after FY2022 is an estimate due to the shift to the new Japan Post Insurance sales system, and as such, the calculation method differs to that used through FY2021.



## Scope 3 (Other indirect GHG emissions)

Category	Item	Unit	FY2021	FY2022	FY2023	FY2024
1-Products and services purchased	Copier paper (*1)	tCO <sub>2</sub>	105.8	69.4	71.1	53.8
	Uniform	tCO <sub>2</sub>	1,134.3	804.3	599.9	602.7
	Form	tCO <sub>2</sub>	1,196.5	1,071.9	539.9	787.5
	Insurance certificates	tCO <sub>2</sub>	38.5	52.1	85.7	91.9
	Contract Guidelines and Policy Conditions	tCO <sub>2</sub>	861.8	1,066.9	978.3	1,047.2
2-Capital goods	Owned vehicles	tCO <sub>2</sub>	0.0	0.0	0.0	0.0
3-Fuel and energy-related activities not included in Scope1 and 2	Heavy oil A	tCO <sub>2</sub>	11.3	5.9	7.8	9.1
	LP gas	tCO <sub>2</sub>	0.0	0.0	0.0	0.0
	Gasoline	tCO <sub>2</sub>	383.9	1,581.9	1,931.7	1,880.4
	Diesel oil	tCO <sub>2</sub>	0.6	0.1	0.0	0.2
	Steam, hot and cold water	tCO <sub>2</sub>	392.4	393.8	402.8	419.3
	Electric power	tCO <sub>2</sub>	1,560.7	1,521.6	1,448.1	1,578.2
	Town gas	tCO <sub>2</sub>	277.9	255.9	290.5	318.7
5-Waste generated in operations	Waste (*2)	tCO <sub>2</sub>	—	—	—	49.5
		tCO <sub>2</sub>	—	—	—	49.5
6-Business trips	Business trips	tCO <sub>2</sub>	391.0	901.9	2,391.3	2,340.5
7-Employee commuting	Employee commuting	kgCO <sub>2</sub>	2,573.7	7,113.3	6,855.8	6,752.7
12-Disposal of sold products	Insurance certificates	tCO <sub>2</sub>	2.8	3.8	6.2	6.6
	Contract Guidelines and Policy Conditions	tCO <sub>2</sub>	62.2	77.0	70.6	75.5

(\*1) The above data is limited to head office use.

(\*2) The above data is for our three main facilities (Otemachi Place West Tower, Osaki Bright Tower and Information Management Center).

## Energy Consumption

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total Energy Consumption	1,000kWh	51,538.6	47,201.4	87,867.6	93,504.9	96,372.8
(of which, renewable energy consumption)	1,000kWh	0.0	2,316.5	14,837.0	17,185.5	21,624.8
(of which, non-renewable energy consumption)	1,000kWh	51,538.6	44,884.8	73,030.6	76,319.4	74,748.0



## Water Consumption

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Water Consumption (*)	Water supply	1000m <sup>3</sup>	44.2	35.9	31.9	36.8	35.0
	Sewerage	1000m <sup>3</sup>	45.5	33.5	29.5	28.8	25.4

(\*) The above data is for our head office locations and large-scale facilities (Otemachi Place West Tower and Osaki Bright Tower, Sendai Service Center, Gifu Service Center, Kyoto Service Center, Fukuoka Service Center, Information Management Center, Kyoto Okazaki Bldg.).

## Amount of Waste and Quantity of Copier Paper Purchased

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Amount of general waste (*1)		t	1,198.1	996.3	727.3	484.1	416.7
	(amount of general waste recycled)	t	1,102.8	918.2	652.1	419.1	352.2
Amount of industrial waste emissions (*1)		t	477.4	222.5	146.4	169.5	155.4
	(amount of industrial waste recycled)	t	363.1	185.2	122.2	139.1	135.7
Quantity of copier paper purchased		t	468.7	344.8	665.9	607.7	583.5
	Recycled paper and environmentally conscious paper purchasing rate (*2)	%	98.1	98.0	98.2	98.2	97.8

(\*1) The above data is for our head office locations and large-scale facilities (Otemachi Place West Tower and Osaki Bright Tower, Sendai Service Center, Gifu Service Center, Kyoto Service Center, Fukuoka Service Center, Information Management Center, Kyoto Okazaki Bldg.).

(\*2) The above data is for our head office locations (Otemachi Place West Tower and Osaki Bright Tower). The data for FY2023 and earlier is the recycled paper purchasing rate.

## Environmental Conservation Activities

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Support for environmental conservation activities (donations to forestation activities, etc.)	yen	2.0 million	2.0 million	2.0 million	2.0 million	2.1 million



## Data on Social

(\*) Due to the increase of approximately 10,000 employees seconded to the Company from Japan Post Co., Ltd. following the transition to the “new Japan Post Insurance sales system” in April 2022, the figures for FY2022 in some items have changed significantly from those of FY2021.

### Employee Data

As of the years ended March 31

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (regular employees) *consolidated	Total	8,252	8,144	19,776	19,092	18,656
	Male	4,681	4,586	15,206	14,554	14,129
	Ratio	56.7%	56.3%	76.9%	76.2%	75.7%
	Female	3,571	3,558	4,570	4,538	4,527
	Ratio	43.3%	43.7%	23.1%	23.8%	24.3%

(\*) The scope of consolidation includes the Company and subsidiary, Japan Post Insurance System Solutions Co., Ltd

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (regular employees) *non-consolidated	Total	7,645	7,545	19,148	18,427	17,952
	Male	4,233	4,147	14,759	14,088	13,647
	Ratio	55.4%	55.0%	77.1%	76.5%	76.0%
	Female	3,412	3,398	4,389	4,339	4,305
	Ratio	44.6%	45.0%	22.9%	23.5%	24.0%

(\*1) The number of employees excludes employees assigned to other companies by Japan Post Insurance Co., Ltd., but includes employees assigned to Japan Post Insurance Co., Ltd. by other companies. The figures exclude non-regular employees (including indefinite-term employees based on the indefinite-term employment conversion system).

(\*2) The Number of employees (persons) by nationality and ratio (%) (FY2023)

Japan 17,943 (99.950%) China 5 (0.028%) Korea 3 (0.017%) Others 1 (0.006%)

of which, the number of administrators and ratio

Japan 2,126 (99.906%) China 1 (0.047%) Korea 1 (0.047%)

		FY2020	FY2021	FY2022	FY2023	FY2024
Average age (Years old)	Total	39.9	40.5	43.6	43.9	44.2
	Male	42.7	43.2	45.0	45.3	45.5
	Female	36.5	37.3	38.9	39.5	39.9

(\*) Average age are based on attained ages as of the end of fiscal year, and truncated to the first decimal place.



		FY2020	FY2021	FY2022	FY2023	FY2024
Average years of service (Years)	Total	15.4	15.9	18.3	18.5	18.5
	Male	18.3	18.7	19.6	19.7	19.8
	Female	11.8	12.5	13.8	14.3	14.6

(\*1) Average years of service are based on years of service as of the end of fiscal year, and truncated to the first decimal place.

(\*2) Average years of service represent the number of years of continuous service including years at the Ministry of Posts and Telecommunications, the Postal Services Agency (Ministry of Internal Affairs and Communications) and Japan Post.

		FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of female managers (%)	Total	12.1	9.1	10.2	9.8	9.9
	Head offices	—	13.9	15.5	15.0	15.0

(\* ) The figures are as of April 1 of the next fiscal year.

	FY2024
Ratio of female Company employees who are members of the Institute of Actuaries of Japan(%)	7.8

(\* ) The figures are As of the years ended March 31.

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of job leavers (Persons)	Total	284	280	347	496	500
Turnover rate (%)	Total	3.6	3.6	4.5	4.7	4.3
Spontaneous turnover rate (%)	Total	—	—	4.5	4.7	4.3



## New Hires Data

		FY2020	FY2021	FY2022	FY2023	FY2024
Total (Persons)	Total	205	128	184	359	242
	Male	79	60	90	240	182
	Female	126	68	94	119	60
	Area core position	78	57	86	269	213
	General position	54	25	17	—	—
	Career-track position	73	46	81	90	29
Hokkaido Area (Persons)	Total	8	2	4	12	9
	Area core position	8	2	4	12	9
	General position	0	0	—	—	—
Tohoku Area (Persons)	Total	10	5	5	27	22
	Area core position	6	3	5	27	22
	General position	4	2	—	—	—
Kanto Area (Persons)	Total	13	5	8	33	18
	Area core position	13	5	8	33	18
	General position	0	0	—	—	—
Tokyo Area (Persons)	Total	38	20	27	57	41
	Area core position	10	12	10	57	41
	General position	28	8	17	—	—
Minami (South)-Kanto Area (Persons)	Total	5	4	5	29	31
	Area core position	5	4	5	29	31
	General position	0	0	—	—	—
Shinetsu Area (Persons)	Total	3	3	2	14	7
	Area core position	3	3	2	14	7
	General position	0	0	—	—	—
Hokuriku Area (Persons)	Total	3	3	1	9	5
	Area core position	3	3	1	9	5
	General position	0	0	—	—	—
Tokai Area (Persons)	Total	10	13	14	19	23
	Area core position	6	9	14	19	23
	General position	4	4	—	—	—



		FY2020	FY2021	FY2022	FY2023	FY2024
Kinki Area (Persons)	Total	19	14	26	40	26
	Area core position	7	5	26	40	26
	General position	12	9	—	—	—
Chugoku Area (Persons)	Total	3	3	4	9	11
	Area core position	3	3	4	9	11
	General position	0	0	—	—	—
Shikoku Area (Persons)	Total	1	1	2	5	6
	Area core position	1	1	2	5	6
	General position	0	0	—	—	—
Kyushu Area (Persons)	Total	19	8	4	13	10
	Area core position	13	6	4	13	10
	General position	6	2	—	—	—
Okinawa Area (Persons)	Total	0	1	1	2	4
	Area core position	0	1	1	2	4
	General position	0	0	—	—	—

	FY2020	FY2021	FY2022	FY2023	FY2024
New employee retention rate (at the end of 3 years) (%)	86.0	86.8	87.3	85.2	83.2

(\*) Status of retention of new employees represents the retention rate of new graduates for each year after three years from their employment.

		FY2020	FY2021	FY2022	FY2023	FY2024
Rate of employees with disabilities (%)	Japan Post Group	2.36	2.35	2.42	2.56	2.71

(\*) Ratio of employees with disabilities (for the entire Japan Post Group) represents the number employed by all six companies in the Japan Post Group as of June 1 of each fiscal year.

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of mid-career hires (Persons)	Total	9	14	29	65	275
	Male	6	14	22	43	201
	Female	3	0	7	22	74



## Work-Life Balance

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees who took childcare leave (Persons)	Total	284	289	524	391	339
Rate of Taking Childcare Leave (%)	Total	90.6	97.0	97.9	100.0	100.0
Total number of employees who returned to work (Persons)	Total	210	243	368	336	342
Return-to-work rate after childcare leave (%)	Total	96.8	98.0	98.7	98.2	98.0

(\* ) Partial change in calculation method from FY2023 (excluding employees assigned to the Company by other companies, including employees assigned to other companies by the Company)

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees who took nursing care leave (persons)	Total	10	6	26	15	17
	Male	6	4	19	6	6
	Female	4	2	7	9	11
Number of employees who took partial nursing care leave (Persons)	Total	5	7	16	14	8
	Male	3	4	7	3	2
	Female	2	3	9	11	6

(\*1) Partial change in calculation method from FY2023 (excluding employees assigned to the Company by other companies, including employees assigned to other companies by the Company)

(\*2) Partial change in calculation method from FY2024 (limited to regular employees)

		FY2020	FY2021	FY2022	FY2023	FY2024
Monthly average amount of overtime per employee (Hours) (for regular employees who are entitled to overtime pay)		7.1	8.6	7.1	9.2	9.4

		FY2020	FY2021	FY2022	FY2023	FY2024
Rate of taking paid leave (%)		90.6	89.8	97.1	96.0	96.0

(\* ) Partial change in calculation method from FY2021 (excluding from the denominator, employees who took zero days of paid leave during the period due to childcare leave, leave of absence, etc.)



## Employee Health

	FY2020	FY2021	FY2022	FY2023	FY2024
Health check-up rate (%)	100.0	100.0	100.0	100.0	100.0
Stress check-up rate (%)	92.50	91.80	94.03	94.20	92.60
Absentee rate (%)	—	1.48	1.62	1.21	1.17
Occurrence of work-related accident (Cases) *1,2	0.38	0.60	1.92	1.81	2.17

(\*1) Calculated at an annual rate of 1,000 (the number of deaths and injuries that occur per 1,000 workers per year)

(\*2) The Japan Post Group set reduction target of occurrence of work-related accident.

FY2025 Target : Japan Post Group 5.75 or lower (ratio of thousand persons per year)

## Salary

	FY2020	FY2021	FY2022	FY2023	FY2024
Average annual salary (Ten thousand of yen)	640	649	599	634	652
Wage difference between men and women *1,2	—	—	73.0	73.4	74.1

(\*1) The wage difference between men and women is based on employees recorded on the wage ledger, and includes employees seconded from other companies and employees seconded to other companies who are paid by the Company in accordance with the terms of their secondment agreements.

(\*2) The wage difference between men and women is based on the wage ledger and is the ratio of the average wages of female workers recorded to the average wages of male workers recorded (average annual wages = total wages / number of employees). Retirement allowances are excluded from total wages, and employees on leave are excluded from the number of employees. In addition, associate employees who have been converted to indefinite-term employment based on the system for conversion to indefinite-term employment are included in regular (indefinite) workers.

## ES Survey

	FY2020	FY2021	FY2022	FY2023	FY2024
ES Survey (Engagement score survey)	CC	CCC	C	CC	CCC

(\*) C is the 9th from the top of all 11 levels, CC is the 8th from the top, CCC is the 7th from the top.



## Capacity Development and Education

	FY2020	FY2021	FY2022	FY2023	FY2024
Skill development training hours (Hours) *	19,829	29,665	41,004	62,250	43,587
Average training time per participant (Hours)	8.0	10.9	17.6	41.0	27.6
Average training days per participant (Days)	1.9	3.2	2.5	5.2	3.5
Average training time of all employees (Hours)	2.6	3.9	2.1	3.4	2.4
Average training days of all employees (Days)	0.6	1.1	0.3	0.4	0.3
Average training expenses of all employees (Yen)	73,000	69,000	32,000	36,000	32,180

(\* ) Skill development training hours are the hours of training by job level, such as new employee and management training, organized by the Human Resources Development Office (training hours x number of participants).

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of users in encouragement program for the acquisition of qualifications and certifications (Persons) *1	1,029	779	917	821	596
Number of participants in correspondence courses (Persons) *2	125	107	111	129	95
Number of participants in overseas education (Persons) *3	1	1	2	10	10
Number of users in domestic MBA support program (Persons) *3	0	1	0	1	1

(\*1) The number of users in encouragement program for the acquisition of qualifications and certifications is calculated based on the number of qualifications acquired through this system.

(\*2) The number of participants in correspondence courses is calculated based on the number of courses taken.

(\*3) For overseas education and domestic MBA support programs, the number of employees in the fiscal year in which they traveled or started using the program is shown.

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of successful applicants in career challenge system*	—	21	18	52	64

(\* ) Career challenge system allows employees to take on the challenge of new tasks in a job or environment away from their current one for the purpose of encouraging autonomous growth, and successful applicants assign to their chosen tasks in a job.

## Satisfaction Survey

	FY2020	FY2021	FY2022	FY2023	FY2024
Customer Satisfaction Survey (%)	79	78	79	83	84

(\*1) We conduct a Customer Satisfaction Survey (Customer Feedback Survey) to improve services based on customers' evaluations.

(\*2) The satisfaction level was evaluated on a five-point scale of "satisfied," "somewhat satisfied," "not satisfied or dissatisfied," "somewhat dissatisfied," and "dissatisfied," and the total ratio of customers who answered "satisfied" and "somewhat satisfied" is shown.



## Data on Governance

### Structure of the Board of Directors, etc.

		FY2021	FY2022	FY2023	FY2024	FY2025
Board of Directors	Chairperson	President, CEO and Representative Executive Officer				
	Number of Directors (Persons)	9	10	11	11	11
	Number of Outside Directors (Persons)	5	6	7	7	7
	Ratio of Female Directors (%)	22.2	20.0	36.4	36.4	36.4
Audit Committee	Committee Chair	Outside Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Audit Committee members (Persons)	5	4	5	5	5
	Number of Outside Directors (Persons)	4	3	4	4	4
Nomination Committee	Committee Chair	Outside Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Nomination Committee members (Persons)	5	5	5	5	5
	Number of Outside Directors (Persons)	3	3	3	3	3
Compensation Committee	Committee Chair	Outside Director	Outside Director	Outside Director	Outside Director	Outside Director
	Number of Compensation Committee members (Persons)	3	4	4	4	3
	Number of Outside Directors (Persons)	2	3	3	3	2

(\*1) As of July 1, of each fiscal year.

(\*2) In accordance with the Corporate Governance Code, etc., the Company selects its lead outside director through an internal vote among its outside directors. (As of July 31, 2025: Director TOMII Satoshi)



## Operations of the Board of Directors, etc.

		FY2020	FY2021	FY2022	FY2023	FY2024
Board of Directors	Number of meetings held	17	13	14	14	13
	Average attendance rate (%)	100	99.1	100	100	99
Audit Committee	Number of meetings held	17	16	17	16	16
	Average attendance rate (%)	100	100	100	100	100
Nomination Committee	Number of meetings held	5	5	4	7	7
	Average attendance rate (%)	100	100	100	100	100
Compensation Committee	Number of meetings held	8	7	6	6	6
	Average attendance rate (%)	100	100	100	100	100

(\*1) April 1 to March 31 of each fiscal year.

(\*2) Average attendance rate: The attendance rate for each meeting is calculated, summed for one fiscal year, and then divided by the number of meetings (rounded to the first decimal place).

## Executive Officers Composition

		FY2021	FY2022	FY2023	FY2024	FY2025
Number of Executive Officers (Persons)		28	29	23	23	24
	Ratio of female Executive Officers (%)	3.6	6.9	17.4	17.4	12.5

(\*) As of July 1, of each fiscal year.



## Executive Compensation (FY2024)

Officer Category	Total amount of compensation, etc. (millions of yen)	Total amount of compensation, etc. by type (millions of yen)				Number of eligible officers
		Fixed compensation	Performance-linked compensation, etc.		Non-performance linked stock compensation, etc.	
			Bonus	Stock compensation		
Directors (excluding Outside Directors)	30	30	—	—	—	1
Outside Directors	93	93	—	—	—	8
Executive Officers	868	549	227	51	39	27

(\*1) As the Company does not give compensation, etc., for Directors who concurrently serve as Executive Officer of the Company or the parent company, etc., number of eligible officers does not include Directors who concurrently serve as Executive Officer of the Company or the parent company, etc.

(\*2) The amounts recorded as performance-linked compensation, etc. and non-performance-linked stock compensation, etc. represent the amounts recorded in the current fiscal year. In principle, for performance-linked compensation, etc. and non-performance-linked stock compensation, etc., the Company records the amounts assumed to have been incurred during the fiscal year at the end of every fiscal year as allowances and reverses these allowances at the time of officers' retirement (payment). The finalized amounts could differ from the recorded amounts of allowances.

## Status of Voting Rights

As of September 30, 2025

Classification	Number of stocks	Number of voting rights	Content
Non-voting stocks	—	—	—
Stocks with restricted voting rights (treasury stock, etc.)	—	—	—
Stocks with restricted voting rights (other)	—	—	—
Stocks with full voting rights (treasury stock, etc.)	(Treasury stock) Common stock 11,200	—	Standard stock of the Company with no restrictions on the content of rights
Stocks with full voting rights (other)	Common stock 371,737,600	3,717,376	same as above
Shares of less than one unit	Common stock 73,900	—	—
Total number of stocks issued	371,822,700	—	—
The number of voting rights of all shareholders	—	3,717,376	—

(\*1) The common stock in the stocks with full voting rights (other) column includes 390,500 stocks (3,905 voting rights) of the Company stock held by the Board Benefit Trust (BBT).

(\*2) The common stock in the shares of less than one unit column includes 46 shares of treasury stock owned by the Company.



## Independent Auditor

As of March 31, 2025

Name of auditing firm	Continuous audit period (years)
KPMG AZSA LLC	19

## Anti-corruption

Classification	FY2021	FY2022	FY2023	FY2024
Number of acts of bribery or other forms of corruption	0	0	0	0
Amount of fines imposed for bribery and other forms of corruption (yen)	0	0	0	0
Amount of convictions related to bribery and other forms of corruption	0	0	0	0
Number of conflicts of interest *1	0	0	0	0
Number of cases of insider trading *2	0	0	0	0

(\*1) The number of cases in which the interests of customers were found to have been unfairly harmed by transactions that may cause a conflict of interest, for which the Company was subject to administrative sanctions.

(\*2) The number of cases in which criminal penalties or administrative sanctions were imposed due to violations of insider trading regulations relating to Company business operations.

## Political donations

Classification	FY2021	FY2022	FY2023	FY2024
Political donations (yen)	0	0	0	0