

Value Creation History

1885 Ministry of Communications

1949 Ministry of Posts and Telecommunications

2001 Postal Service Agency 2003 Japan Post

1885-1949

1916

- ▶ Commenced postal life insurance business



1926

- ▶ Commenced postal annuity business

1928

- ▶ National Health Exercise Program (precursor of "Radio-Taiso") began



1949-2001

1949

- ▶ Ministry of Posts and Telecommunications was established
- ▶ Implemented double payment of insurance benefits

1951

- ▶ NHK started broadcasting the Radio-Taiso No. 1 Program



1953

- ▶ "Radio-Taiso" Summer Tour commenced



1962

- ▶ Festival of 10 Million People's "Radio-Taiso" launched

1999

- ▶ Established special endowment insurance maturing at a specified age
- ▶ Minna no Taiso ("Exercise for Everyone") Program began

2001-2007

2001

- ▶ Postal Service Agency was established

2003

- ▶ Japan Post was established

2006

- ▶ Kampo Co., Ltd. was established



From the Ministry of Communications to Japan Post (before privatization)

The Postal Life Insurance Service, the predecessor of Japan Post Insurance, was founded in 1916. Created with the social mission of "protecting the means of fundamental livelihood of the public through simple procedures," the Postal Life Insurance Service fulfilled its role of ensuring the stability of people's lives by providing an insurance system available at relatively affordable fees with simple enrollment procedures and no medical examination.

- ▶ Amount of coverage for customers <Postal Life Insurance Policies in force (insurance)>



2007 Japan Post Insurance

2007-2023

2007

- ▶ Japan Post Group was established
- ▶ Obtained approval for new operations (liberalization of investment products)

2008

- ▶ Commenced commissioned sales of life insurance products for corporate clients
- ▶ Launched *Sono hi kara*, a new hospitalization rider

2011

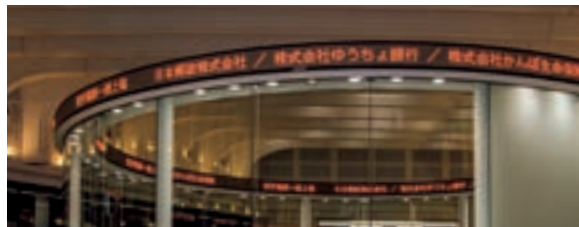
- ▶ JAPAN POST INSURANCE SYSTEM SOLUTIONS Co., Ltd. (current consolidated subsidiary) became a subsidiary

2014

- ▶ Launched *Hajime no Kampo*, an educational endowment insurance

2015

- ▶ Launched *Shin Free Plan* (short-term premium payment), an endowment insurance
- ▶ Listed on the First Section of the Tokyo Stock Exchange
- ▶ Commenced commissioned sales of life insurance products for corporate clients (general welfare group term insurance, etc.)



2016

- ▶ 100th anniversary of Postal Life Insurance
- ▶ Obtained approval for new operations (underwriting of reinsurance and related services)
- ▶ Business alliance with The Dai-ichi Life Insurance Company, Limited*

* Currently Dai-ichi Life Holdings, Inc.

2017

- ▶ Launched *Sono hi kara Plus*, a new medical care rider; *Shin Nagaiki Kun Low Cash Value Plan*, a new whole life insurance; and *Choju no Shiawase*, a longevity support insurance



2019

- ▶ Began providing *Sukoyakanpo* health support app
- ▶ Launched *Kampo ni Omakase*, products with relaxed underwriting criteria; and an advanced medical care rider
- ▶ Secondary offering of common stock of the Company



2021

- ▶ Announcement of Medium-Term Management Plan (FY2021–FY2025)

2022

- ▶ Launched *Motto sono hi kara Plus*, a new medical care rider
- ▶ Moved from the First Section of the Tokyo Stock Exchange to the Prime Market



2023

- ▶ Revised *Hajime no Kampo*, an educational endowment insurance



Japan Post Insurance (after privatization)

In October 2007, the original Japan Post was privatized and started its life insurance business as Japan Post Insurance Co., Ltd. Although our organization has changed its form from a state-run business to a private company, our mission to support people's lives through insurance has not changed. We will continue to deliver insurance services as a means of security to customers nationwide through the network of post offices rooted in the community, thereby protecting the well-being of each and every customer with the power of insurance.

- ▶ Amount of coverage for customers <Japan Post Insurance Policies in force (individual insurance)>

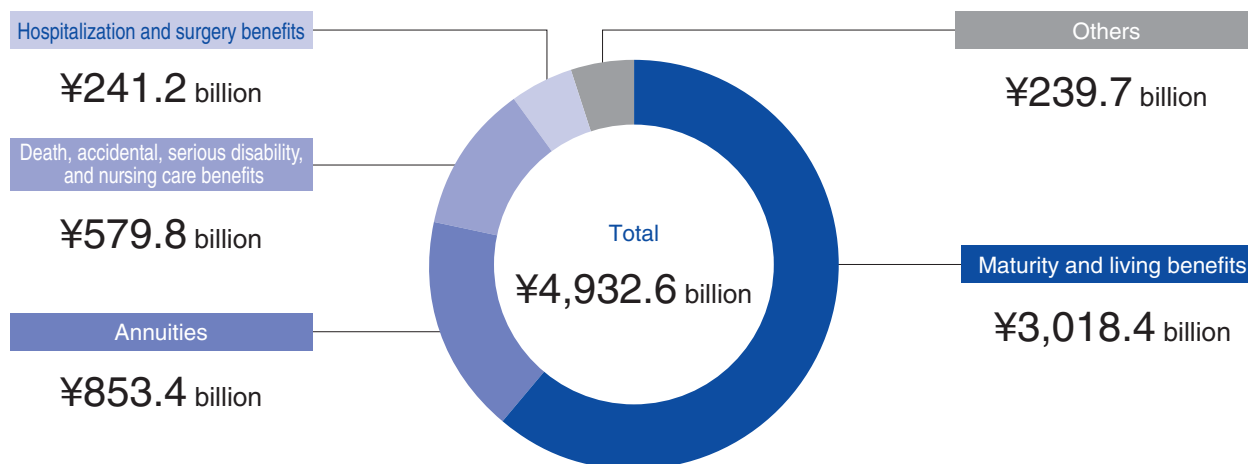


Notes: 1. For Postal Life Insurance Policies enrolled in before September 2007, we are separately commissioned by the Management Network to engage in insurance policy operations. The amount of Postal Life Insurance Policies in force (insurance) as of March 31, 2023 was ¥19 trillion.
2. The basis for recording the amount of policies in force differs between Postal Life Insurance Policies and Japan Post Insurance Policies.

Contributing to Society through Life Insurance Business

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

Insurance Claims/Annuities/Benefit Payments (FY2023/3)



Notes: 1. Includes payments for Postal Life Insurance Policies reinsured by us from the Management Network.

2. For convenience, payments under Postal Life Insurance Policies are recorded for each event of payment under the contract with the policyholder as opposed to the classification recorded in the financial statements.

Extremely Large Customer Base



Notes: 1. The number of customers is the sum of policyholders and insured persons (including individual insurance and individual annuities as well as Postal Life Insurance reinsured by us).

2. The number of policies in force includes Postal Life Insurance reinsured by us.

The Post Office Network and Japan Post Insurance Offices across Japan



Notes: 1. "Post offices" indicates the number of post offices undertaking life insurance solicitation, and "Contracted post offices" indicates the number of contracted post offices that have concluded life insurance solicitation consignment contracts.

2. The number of sales personnel represents those serving in the Whole Sales Division at branches, or a specific section in the Head Office Whole Sales Department (referring exclusively to life insurance sales personnel), as well as managers and consultants (employees who mainly visit customers' homes, etc.) serving at the Retail Service Division at branches.

Japan.

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



A post office employee recommended educational endowment insurance, which I enrolled in. After enrollment, my husband passed away, but I was exempted from paying the insurance premiums and I was able to receive maturity benefits without any complications. I'm really glad that I enrolled in educational endowment insurance.

When I visited a post office near a hospital for my hospitalization insurance claims, I received prompt and courteous service. I was feeling unwell and anxious, so I was relieved to hear their kind words. I'm glad that I chose Japan Post Insurance.



Initiatives in Response to COVID-19

We would like to extend our deepest sympathies and condolences to those who have been affected by the outbreak of COVID-19.

We performed the following initiatives to fulfill our social mission and our role as a life insurance company throughout the COVID-19 pandemic until the status of COVID-19 under the Infectious Diseases Control Act was changed to "Category V Infectious Disease" on May 8, 2023.

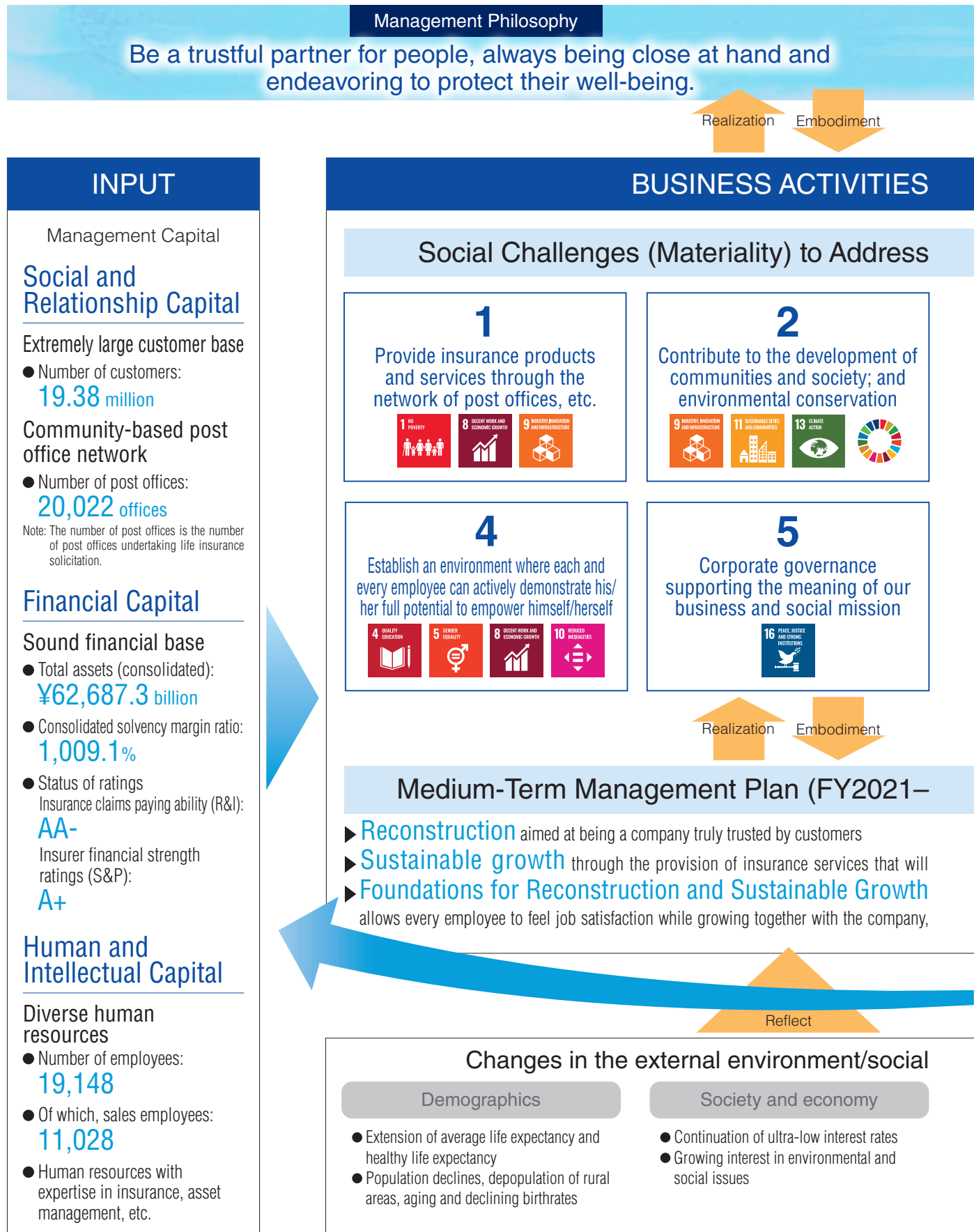
- Payment of hospitalization insurance even in cases of recovering at home or at an accommodation facility due to circumstances at medical institutions, etc. resulting from the impact of COVID-19
- Payment of additional insurance benefits in the event of death due to COVID-19 on top of the death benefit (the "double payment of insurance benefits")
- Handling of immediate transfer (transfer on the next business day) of hospitalization insurance in cases of recovering at home or at an accommodation facility due to COVID-19

▶ Payment status for COVID-19

	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Cumulative
Death benefit (including the double payment of insurance benefits)	—	¥4,989.81 million (1,456 cases)	¥13,314.57 million (3,807 cases)	¥45,885.94 million (15,257 cases)	¥64,190.32 million (20,520 cases)
Hospitalization insurance	¥0.74 million (15 cases)	¥824.57 million (14,023 cases)	¥5,469.51 million (110,562 cases)	¥61,015.60 million (1,493,752 cases)	¥67,310.42 million (1,618,352 cases)

Value Creation Process

We aim to provide our stakeholders with value through our life insurance business. By continuously running the value



creation cycle, we will enhance our corporate value over the medium to long term.

Social Mission (Purpose)

We will remain trusted and selected by customers, thereby protecting their lives by providing life insurance product.

with Priority

p.14

3

Extend healthy life expectancy through health promotion, etc. - Increase well-being



FY2025)

p.18

impress our customers
– reform into a corporate culture that and governance reinforcement

needs

Living environment

- Growing preference for personalization
- Changes in medical services, interest in health promotion
- Advances in digital technology/changes in customer behavior

OUTCOME

FY2025 Targets

Social and Relationship Capital

- Customer satisfaction: **90% or more**
- NPS® : **One of the highest in the industry**
- Number of policies in force (individual insurance): **20 million or more policies**
- Total power generation output from renewable energy facilities that we lend money to and invest in: **1.5 million kW** during the Medium-Term Management Plan period
- Greenhouse gas emissions (FY2031/3 target) (compared to FY2020/3): **Reduce 46%**

Financial Capital

- Net income: **¥91.0 billion**
- Divided-per-share (DPS): In principle aim not to decrease but to increase dividend per share for the period of the Medium-Term Management Plan
- EV growth (RoEV): **6% to 8% growth**

Human and Intellectual Capital

- ES (engagement score) survey results: **B**
- Rate of taking childcare leave: **100% for both male and female employees**
- Rate of employees with disabilities (for the entire Japan Post Group): **2.5%**
- Ratio of female managers at the head offices (FY2031/3 target): **30%**

IMPACT

Value provided to stakeholders



Customers

Protect customers' lives by providing services that impress them



Local Communities and Society

Contribute to the realization of a sustainable society



Shareholders and Investors

Enhancing shareholder returns through sustainable improvement of corporate value



Employees

Realize an environment where every employee can work with a sense of job satisfaction

Social Challenges (Materiality) to Address with Priority

To fulfill our social mission through our life insurance business and to contribute to the resolution of sustainability-related social issues, Japan Post Insurance set up five “Social Challenges (Materiality) to Address with Priority.” We have used SDGs as a basis in identifying the materiality.

This materiality was determined in March 2021. Going forward, we will review it as necessary based on the changes in the external environment.

Materiality Identification Process

STEP 1 Extracting social issues related to our business

From the 169 specific targets for achieving the 17 goals of the SDGs, we extracted social issues for the Company, which runs insurance business.



1.4 Provision of basic insurance services	3.3 Contribution to the prevention of the spread of infectious diseases	3.4 Risk prevention through health promotion
3.4 Health management	3.8 Contribution to Universal Health Coverage	4.4 Human resource development
4.7 Health and financial literacy	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 female activities	7.2 Practical use of renewable energy
7.3 Improvement of energy efficiency	7.a Investment in clean energy	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	8.10 Facilitation of customer access
9.4 Efforts to reduce CO ₂ emissions	9.5 Promotion of innovation, research, and study	10.2 Promotion of diversity
10.3 Promotion of business and human rights	11.1 and 11.4 Contribution to the local community	11.6 Proper disposal of waste (volunteer cleaning)
12.5 Recycling of resources	12.6 Disclosure of sustainability information	13.2 Addressing climate change
13.3 Education on climate change	14.1 Prevention of marine pollution	15.4 Approaches to natural capital and biodiversity
16.1 Elimination of antisocial forces	16.3 Ensuring compliance	16.4 Elimination of money laundering, etc.
16.5 Anti-corruption	16.6 and 16.7 Corporate governance	17.17 Cooperation with local governments and local communities
ALL Promotion of ESG investment		

Note: The number assigned to each social issue is the one for the 169 targets of the related SDGs.

STEP 2 Identifying high-priority social issues

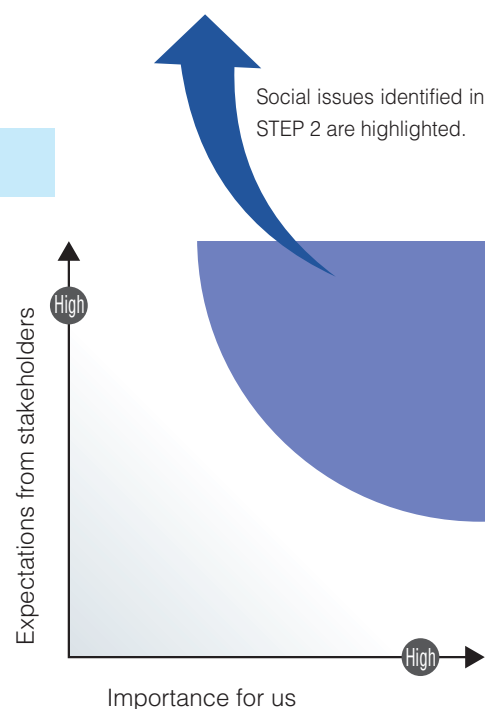
We identified high-priority social issues by prioritizing social issues extracted in STEP 1 based on the two standards: “importance for us (strategic importance)” and “expectations from stakeholders.”

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] Expectations from each stakeholder (excerpt)

Customers	Investors
<ul style="list-style-type: none"> ● Provision of basic insurance services ● Provision of new products and services ● Provision of services through familiar post offices ● Appropriate sales of products 	<ul style="list-style-type: none"> ● Provision of new products and services ● Initiatives for health promotion ● Promote ESG investment ● Response to climate change, approaches to biodiversity
Employees and local communities	International community
<ul style="list-style-type: none"> ● Rectification of long working hours, improvement of ES ● Promotion of diversity ● Providing products and services through the network of community based post offices ● Strengthening initiatives to promote health such as through the popularization of Radio-Taiso 	<ul style="list-style-type: none"> ● Promotion of measures against infectious diseases and Universal Health Coverage ● Achieving carbon neutrality by 2050 ● Promotion of ESG investment ● Realization of decent work

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.

Social Challenges (Materiality) to Address with Priority	The high-priority social issues identified in STEP 2	Goals of Achieving SDGs	Main Initiatives
Provide insurance products and services through the network of post offices, etc.	1.4 Provision of basic insurance services		<ul style="list-style-type: none"> ● Provide basic protection and services through the network of community based post offices ● Integrate the network of post offices and digital contact points through DX promotion ● Develop products that respond to the protection needs of all generations
	8.10 Facilitation of customer access		
	9.5 Promotion of innovation, research, and study		
Contribute to the development of communities and society; and environmental conservation	9.4 Efforts to reduce CO ₂ emissions		<ul style="list-style-type: none"> ● Initiatives for carbon neutrality ● Initiatives in accordance with the TCFD proposal ● Promote ESG investment
	11.1 and 11.4 Contribution to the local community		
	13.2 Addressing climate change		
	ALL Promotion of ESG investment		
Extend healthy life expectancy through health promotion, etc. - Increase well-being	3.3 Contribution to the prevention of the spread of infectious diseases		<ul style="list-style-type: none"> ● Popularize "Radio-Taiso" ● Provide services utilizing health promotion app "Sukoyakanpo" ● Provide insurance services based on interest in health promotion and social needs ● Promote ESG investment ● Respond to the spread of COVID-19
	3.4 Risk prevention through health promotion		
	ALL Promotion of ESG investment		
Establish an environment where each and every employee can actively demonstrate his/her full potential to empower himself/herself	4.4 Human resource development		<ul style="list-style-type: none"> ● Corporate culture reform/work style reform ● Human resources development, strengthening the use of human resources ● Promote diversity (promoting expanding roles for female employees, providing support for balancing work and childcare/nursing care, promoting employment of persons with disabilities, and responding to gender diversity)
	5.4 Support for balancing work with childcare and nursing care		
	5.5 Increasing the ratio of female managers		
	5.c Support for female activities		
	8.5 Corporate culture reform and work style reform		
	8.8 Promotion of employment of people with disabilities		
	10.2 Promotion of diversity		
Corporate governance supporting the meaning of our business and social mission	16.3 Ensuring compliance		<ul style="list-style-type: none"> ● Regain customers' trust ● Thorough compliance ● Strengthen corporate governance
	16.6 and 16.7 Corporate governance		

Note: The 17-color wheel means that the promotion of ESG investment is related to all 17 goals of the SDGs.

Vision and Progress of Each Materiality

We have formulated a Sustainability Implementation Plan related to each materiality and defined our vision and KPIs Progress reports regarding the Sustainability Implementation Plan are made at the Sustainability Committee, and sustainability promotion system.)

Materiality	Vision set forth in the Sustainability Implementation Plan	KPIs
<p>Provide insurance products and services through the network of post offices, etc.</p> 	<p>We will remain trusted and selected by customers, thereby continuing to protect their lives by understanding their expectations and embodying them to improve customer experience value (CX).</p>	<p>Customer satisfaction¹ FY2025 target: 90% or more</p> <p>NPS^{®2} FY2025 target: One of the highest in the industry</p> <p>Promptly respond to customers in times of emergency (yearly target)</p>
<p>Contribute to the development of communities and society; and environmental conservation</p> 	<p>We aim to be a company that continues to be trusted by local residents and international society through activities that contribute to society, such as promoting ESG and respecting human rights.</p> <p>Contribute to achieving a carbon-neutral by 2050 and environment-friendly society, through our activities in consideration of the environment such as reduction of CO₂ emissions.</p>	<p>Implementing social contribution activities (yearly target)</p> <p>CO₂ emissions (Scope 1, 2) FY2030 target: Reduce 46% (compared to FY2019) 2050 target: Achieve carbon neutrality</p> <p>Total power generation output from renewable energy facilities that we lend money to and invest in: FY2021–FY2025 target: 1.5 million kW (limited to power output from the renewable energy facilities that we lend money to and invest in, after calculating our holdings)</p>
<p>Extend healthy life expectancy through health promotion, etc. - Increase well-being</p> 	<p>By extending healthy life expectancy and resolving social issues such as improvement of well-being through health promotion, we will achieve sustainable improvement of corporate value and establish our position as the industry's leading health support company.</p>	<p>Recognition of the Company as the main implementing body of Radio-Taiso FY2023 target: 25%</p>
<p>Establish an environment where each and every employee can actively demonstrate his/her full potential to empower himself/herself</p> 	<p>Foster a culture that allows employees to enhance their engagement and grow together with the company</p> <p>Create a working environment in which employees can play active roles regardless of gender</p> <p>Create a working environment in which employees can regularly balance childcare/nursing care with work, and play active roles</p> <p>Accurately evaluate the working ability of people with disabilities and provide them with employment opportunities</p>	<p>Results of ES (engagement score) survey⁵ FY2025 target: B</p> <p>Ratio of female managers at the head offices FY2030 target: 30%</p> <p>Rate of taking childcare leave FY2025 target: 100% for both male and female employees</p> <p>Rate of employees with disabilities (for the entire Japan Post Group)⁶ FY2025 target: 2.5%</p>
<p>Corporate governance supporting the meaning of our business and social mission</p> 	<p>Strengthen governance by implementing initiatives based on the Compliance Program</p>	<p>Implement initiatives based on the Compliance Program (yearly target)</p>

Notes: 1. The total percentage of customers who responded as "satisfied" and "somewhat satisfied" with a 5-level rating of customer satisfaction.
 2. NPS[®] (Net Promoter Score) is a registered trademark of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc. (currently NICE Systems, Inc.)
 3. "NPS[®] Benchmark Study, Life Insurance Division (2021/2022)" by NTTCom Online Marketing Solutions
 4. The results for FY2021 are shown in the table as the results for FY2022 are still being compiled.
 5. The "MOTIVATION CLOUD" provided by Link and Motivation Inc. is used to evaluate the degree to which our employees are satisfied with their work, work environment, human external website.)
 6. Rate of employees with disabilities among all employees (including employees with fixed term jobs, etc., excluding temporary employees) of the Japan Post Group (including 1 of each fiscal year. Because the Company adopts group application based on the Act to Facilitate the Employment of Persons with Disabilities in calculating the rate of

to promote various initiatives.

timely reports are also made to the Executive Committee and Board of Directors. (Please see page 36 for the

Results		FY2022 Evaluation/Future Initiatives
FY2021 78%	FY2022 79%	Although both the evaluation and the position in the industry have been improved, the target has not been reached. With the account manager system (introduced in April 2022), we will increase contact points using in-person interaction and digital technology, and provide experiences that make people feel glad they chose Japan Post Insurance.
FY2021, FY2022 Fell short of the highest level in the industry [Reference] NPS® benchmark survey ³		
FY2021 (62.3)	FY2022 (55.1)	We promptly implemented emergency handling in the event of disasters and during the spread of COVID-19. We will continue to promptly implement emergency measures in the event of disasters, etc.
FY2022 Engaged in emergency handling, such as omission of some required documents in the event of disasters and during the spread of COVID-19.		
FY2022 Conducted trials of financial education for elementary school students, provided support for parasports, such as wheelchair tennis and boccia, and conducted volunteer activities.		In FY2022, we started conducting trials of financial education for elementary school students and support for parasports boccia. We will continue to promote various social contribution activities.
FY2020 Reduced 7.8%	FY2021 Reduced 21.5% ⁴	We reduced greenhouse gas emissions as planned by switching, to renewable energy for the electricity used in large-scale facilities. As for renewal of commercial vehicles, we will continue to promote the switch to eco-friendly vehicles such as hybrid vehicles.
FY2021 0.75 million kW	FY2022 0.953 million kW (Preliminary figure)	Investment in renewable energy facilities progressed mainly overseas, and total power generation output increased generally as planned. We will continue to make investments and provide loans in cooperation with asset management companies in order to realize both the accumulation of total power generation output to achieve the target values of the Medium-Term Management Plan and secure profits.
FY2021 18.2%	FY2022 21.4%	Although we have not reached our goal, awareness is rising. We will continue aiming to improve the recognition by holding in-person events, such as Radio-Taiso Tour and expanding opportunities to implement Radio-Taiso using digital technology.
FY2021 CCC	FY2022 C	There are challenges in fostering a sense of unity as a company as a whole, as half of all employees of the company are new employees due to the transition to the new Japan Post Insurance sales system in FY2022. We will continue to work on revitalizing internal communication, such as information dissemination from the President and direct dialogue between the management and employees.
As of April 1, 2022 13.9%	As of April 1, 2023 15.5%	In FY2022, we implemented measures for promotion of expanding roles of female employees, such as training for future managers. However, in order to achieve the target, it is necessary to strengthen and consider further efforts. We will continue to implement training that leads to career development support for female employees who are prospective candidates for management positions, and we will promote development of a work environment where many female employees can play active roles.
FY2021 Female employees 100.0% Male employees 92.7%	FY2022 Female employees 100.0% Male employees 96.9%	As a result of continuous efforts, such as holding work-life balance support seminars, we were able to spread understanding throughout the Company and made steady progress. We will continue to foster a corporate culture that makes it easier for employees to take childcare leave and return to work smoothly, by following and confirming the implementation status of return-to-work programs and holding seminars to promote understanding of work-life balance support.
FY2021 2.35%	FY2022 2.42%	In FY2022, we expanded the employment of employees with disabilities by taking steps to secure employment, such as holding individual interviews and round-table discussions, and setting up a consultation desk. In addition to administrative support work, we also started operating a cafe for employees. In FY2023, we will continue to work to establish and expand employment, and create environments where employees with disabilities can actively demonstrate their full potential.
FY2022 Implemented initiatives based on the Compliance Program as planned		Continuing from FY2022, the FY2023 Compliance Program was formulated by selecting items that should be prioritized based on an evaluation of the Company's unique risks and the system to respond to them. In FY2023, we will continue to promote initiatives in line with the Compliance Program.

relations, benefits, and other aspects of their jobs. C is the 9th from the top of all 11 levels, CCC is the 7th from the top and B is the 6th from the top. (Survey method: Questionnaire on an Japan Post Holdings Co., Ltd., Yusei Challenged Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd., Japan Post Insurance Co., Ltd., and Japan Post Staff Co., Ltd.) as of June employees with disabilities, the target rate of people with disabilities applies to the entire Japan Post Group.

Medium-Term Management Plan (FY2021–FY2025)

Basic Policy of Medium-Term Management Plan (FY2021–FY2025)

In May 2021, Japan Post Insurance announced its Medium-Term Management Plan (FY2021–FY2025), which positions “We will remain trusted and selected by customers, thereby protecting their lives by providing life insurance product” as our social mission.

We have the following basic policies: reconstruction aimed at being a company truly trusted by customers; sustainable growth through the provision of insurance services that will impress our customers; and reform into a corporate culture that allows every employee to feel employee satisfaction in achieving these goals while growing together with the company, and governance reinforcement. We are implementing each initiative in accordance with these basic policies.

		Basic policy	Reference pages
Reconstruction	Continue efforts to regain trust	<ul style="list-style-type: none"> Thoroughly implement customer-first business operations and regain customers' trust 	p.20
	Reinforce business foundations	<ul style="list-style-type: none"> Improve profitability by responding to the protection needs of customers in all age groups and through efficient business operations 	p.21-p.27
Sustainable Growth	Improve customer experience value	<ul style="list-style-type: none"> Build systems for provision of services that position customer experience value (CX) as our top priority 	p.28-p.35
	Promote ESG management (Contribute to solutions to social issues)	<ul style="list-style-type: none"> Contribute to solutions to social issues around sustainability and achieve SDGs and sustainable growth 	p.36-p.47

Foundations for Reconstruction and Sustainable Growth

Corporate culture and work style reform	<ul style="list-style-type: none"> Reform into a corporate culture that allows every employee to feel employee satisfaction while growing together with the company 	p.48-p.52
Reinforcement of governance, solvency policy	<ul style="list-style-type: none"> Through more sophisticated risk sensitivity, ensure soundness in business operations and realize sustainable growth 	p.53-p.73

Notes: CX is an abbreviation for Customer Experience.

Relationship between Medium-Term Management Plan (FY2021–FY2025) and Materiality


The Medium-Term Management Plan (FY2021–FY2025) is closely aligned to Japan Post Insurance’s Social Challenges (Materiality) to Address with Priority. We aim to achieve our sustainable growth and realize the SDGs by promoting the initiatives of the Medium-Term Management Plan.

Basic Policy of Medium-Term Management Plan (FY2021–FY2025)	Social Challenges (Materiality) to Address with Priority				
	Provide insurance products and services through the network of post offices, etc.	Contribute to the development of communities and society; and environmental conservation	Extend healthy life expectancy through health promotion, etc. - Increase well-being	Establish an environment where each and every employee can actively demonstrate his/her full potential to empower himself/herself	Corporate governance supporting the meaning of our business and social mission
Continue efforts to regain trust	●			○	●
Reinforce business foundations	●			○	○
Improve customer experience value	●			○	○
Promote ESG management	●	●	●	●	●
Corporate culture and work style reform	○			●	○
Reinforcement of governance, solvency policy	○				●

Note: ● indicates directly related items and ○ indicates broadly related items.

Primary Targets of Medium-Term Management Plan (FY2021–FY2025)

We aim to improve “customer satisfaction” and “Net Promoter Score (NPS)” with customers’ appraisals as the primary target, as well as achieve various targets such as the “number of policies in force” as a stock-based target focusing on the continuation of policies.

Financial Targets, etc.	FY2025 Targets	FY2022 Results
Customer satisfaction ¹	Aim for 90% or more	79%
NPS ^{®2}	Aim for one of the highest in the industry	Fell short of the highest level in the industry [Reference] NPS [®] Benchmark Survey ³ NPS [®] : (55.1)
Number of policies in force (individual insurance)	20 million or more policies	20.98 million policies
Net income	¥91.0 billion (FY2023 ¥78.0 billion)	¥97.6 billion
Divided-per-share (DPS)	In principle aim not to decrease but to increase dividend per share for the period of the Medium-Term Management Plan	¥92
EV growth (RoEV)	Aim for 6% to 8% growth ⁴	3.1%
ESG Targets	Targets	Results
CO ₂ emissions	FY2030 (compared to FY2019) Reduce 46% ^{5,6}  Aim to achieve carbon neutrality by 2050	Reduced 21.5% (FY2021 results)
Ratio of female managers	FY2030 the ratio of female managers at the head offices of 30% ⁷	15.5% (As of April 1, 2023)

Notes: 1. The total percentage of customers who responded as “satisfied” and “somewhat satisfied” with a 5-level rating of customer satisfaction.

2. NPS[®] is an abbreviation for “Net Promoter Score” and a registered trademark of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc. (currently NICE Systems, Inc.)

3. “NPS[®] Benchmark Study, Life Insurance Division (2022)” by NTTCom Online Marketing Solutions

4. Calculated by excluding economic variance factors.

5. Subject to Scope 1 (direct emissions from the company) and Scope 2 (emissions associated with the use of electricity, etc. supplied by other companies) of the four main companies of Japan Post Group. Increases due to new businesses such as the real estate business have been excluded.

6. In order to achieve the targets, the carbon neutralization is necessary, including the popularization of renewable energy in Japan. Japan Post Group will also support the carbon neutralization of Japan and the world. We will support the Paris Agreement and promote efforts to achieve carbon neutrality.

7. We aim to achieve the ratio above as of April 1, 2031, a date when the effect of the initiatives up to FY2030 will have become apparent.

TOPICS: A Base for the Day-to-Day Thoughts, Decisions, and Actions of All Employees

In order for the Company to develop and grow sustainably, it is important for every employee to always ask themselves what they should do in their respective positions. Our management philosophy is the common value shared by the entire company to achieve this. In order for every employee to make this management philosophy their own and bring about a change in behavior, we have come up with our base as a phrase that embodies our philosophy and connects it to employee behavior.

All executives and employees work from this base to think and act independently in our everyday work in order to enhance the power of the Company.

Management Philosophy
Japan Post Insurance's Ideal Vision
Embodiment

Be a trustful 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 shines 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.