

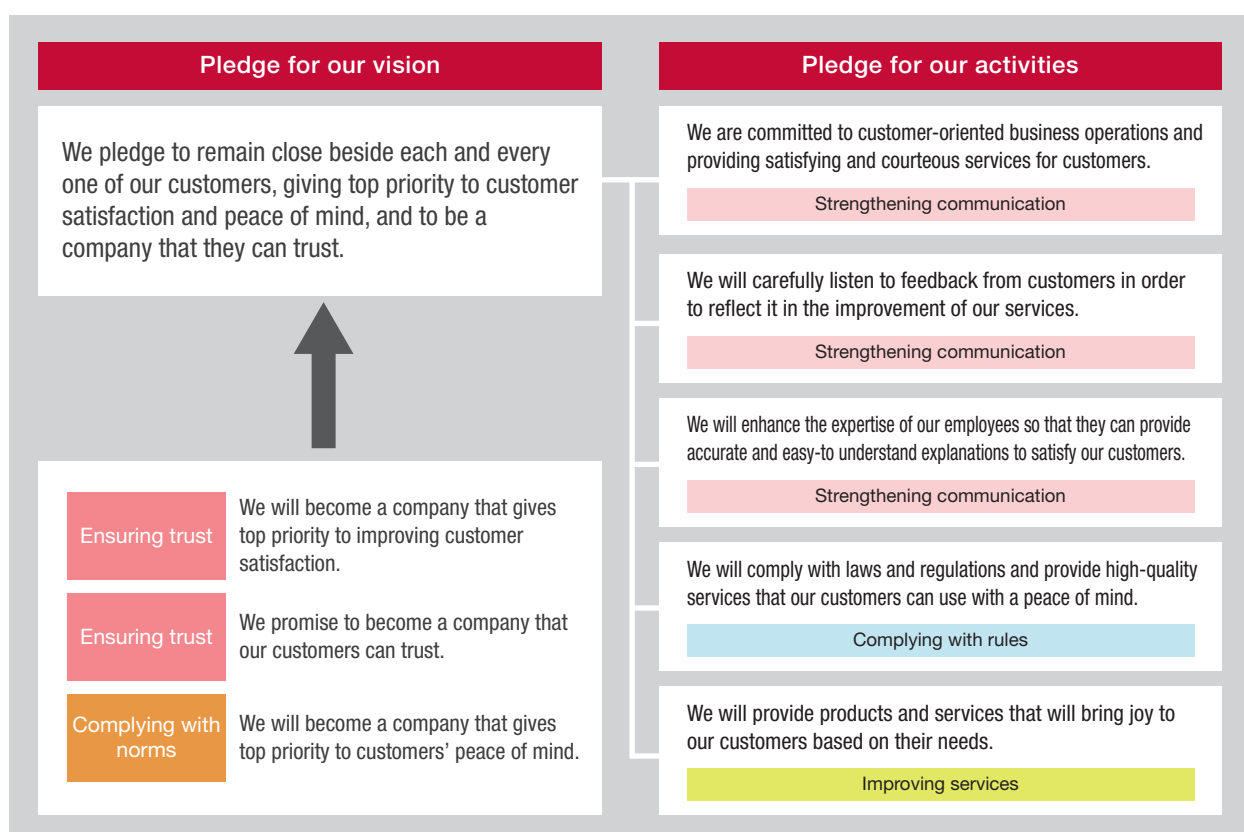
## Efforts to Regain Customers' Trust

The scandals concerning sales of financial products, such as issues of Japan Post Insurance products solicitation quality discovered in the fiscal year ended March 31, 2020, and other issues, seriously damaged customers' trust in the Group. In order to regain customers' trust and allowing customers to use our products and services once again with peace of mind, we believe that the Group must not only thoroughly implement measures to prevent

recurrence of similar incidents but also transform itself into a truly customer-oriented corporate group.

With the aim of publicly announcing the determination, we formulated our "Pledge to Regain Customers' Trust" in September 2020 upon receiving advice from the JP Reform Execution Committee, which consists of external experts.

### Pledge of a period of restored trust



### Commencement of operations aimed at regaining customers' trust and notification thereof

The Group decided to start with operations aimed at regaining customers' trust, which place the priority on expressing our sincere apologies to customers for the trouble, and commenced the specific operations on October 5, 2020.

At first, we provided explanations at post office counters or by visiting customers' home; however, we

also started notification activities by phone and mail due partly to an impact of the COVID-19 pandemic. The number of customers we provided notification totaled 4.476 million by the end of March 2021.

We will continue with activities aimed at regaining customers' trust in the current fiscal year as well.

#### Status of implementation of activities aimed at regaining customers' trust (up to the end of March 2021)

Date	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	Total
No. of customers received notification	729,000	819,000	896,000	621,000	697,000	714,000	4.476 million

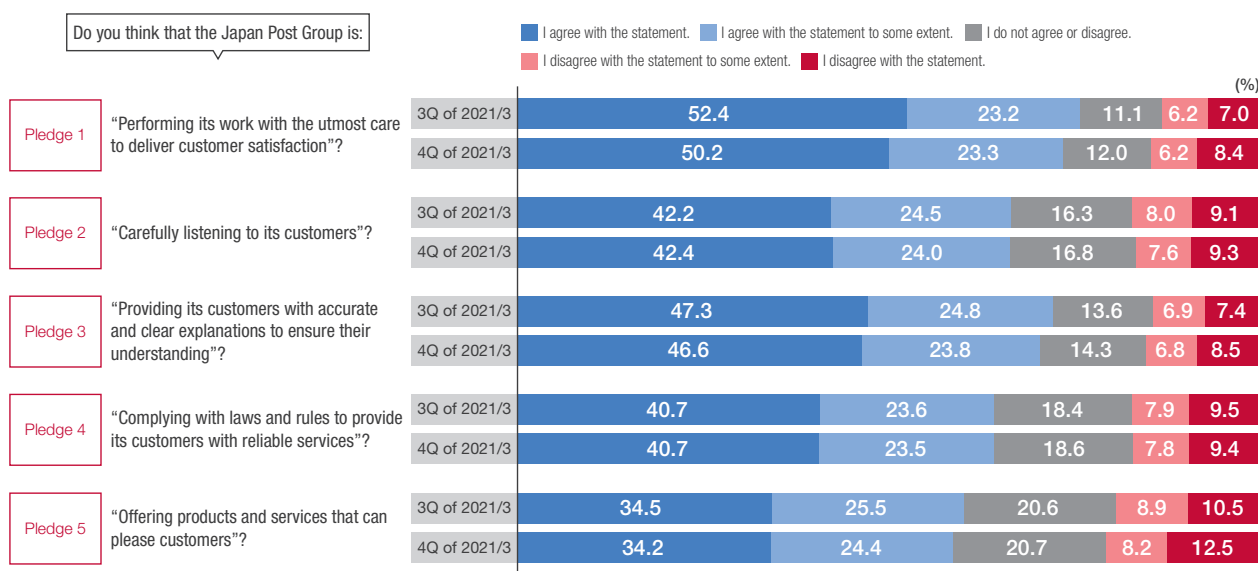
## Customer satisfaction (results from a customer questionnaire survey)

The Group has been asking customers their evaluation on our efforts to regain customers' trust.

To obtain the evaluation, the Group conducted a customer questionnaire survey concerning the implementation status of our "Pledge to Regain Customers'

Trust," in which 60% to 70% of the respondents gave relatively high ratings.

On the other hand, 15% to 20% of the respondents rated negatively. Given the results, we will continue practicing group-wide improvement activities.



### Feedback received from customers in relation to each pledge

Commitment and survey question	Positive feedback	Negative feedback
<b>Pledge 1</b> "Performing its work with the utmost care to deliver customer satisfaction"?	<ul style="list-style-type: none"> <li>Thank you for talking to me face to face or by phone to give me detailed explanations.</li> <li>Cheerful and attentive responses of customer counter staff put me at ease every time I visit a post office.</li> </ul>	<ul style="list-style-type: none"> <li>They seem superficially and apparently diligent, but the emotional connection we had before is now gone.</li> <li>There are some employees who give bad service, and there are some who are very attentive and escort me off the exit. The gap is so big.</li> </ul>
<b>Pledge 2</b> "Carefully listening to its customers"?	<ul style="list-style-type: none"> <li>It was very helpful that they took time to listen to what I had to say and gave me explanations in an easy-to-understand way.</li> <li>Everyone is always kind and listens to me warm-heartedly. I have quite friendly feelings for them.</li> </ul>	<ul style="list-style-type: none"> <li>It's too much a bother for me to explain the same kind of things as the person in charge changes every time.</li> <li>I want them to answer my questions if I ask, even small ones (something so trivial), without thinking that I should have known better.</li> </ul>
<b>Pledge 3</b> "Providing its customers with accurate and clear explanations to ensure their understanding"?	<ul style="list-style-type: none"> <li>They give easy-to-understand explanations to the elderly. Please keep going with the way it is now.</li> <li>Responses I receive from them are much easier to understand than before.</li> </ul>	<ul style="list-style-type: none"> <li>They are not putting themselves in customers' shoes but are giving too vague explanations on their products. I think they should be able to explain their products fully.</li> <li>(As an elderly person,) I wanted them to take more time explaining the insurance product when I purchased it so I could fully understand.</li> </ul>
<b>Pledge 4</b> "Complying with laws and rules to provide its customers with reliable services"?	<ul style="list-style-type: none"> <li>I felt at ease as they gave thoughts on which insurance products suited me and explained to me in an easy to understand manner.</li> <li>I believe rules are necessary to a certain degree, but I also think that affixing a seal impression on behalf of an elderly person with hand impairment and the like is not a misconduct but a supportive act.</li> </ul>	<ul style="list-style-type: none"> <li>I think laws, regulations and rules should be reviewed to fit with the times. I don't think that these are keeping up with the times in local communities.</li> <li>It seems like your employees are burdened with many sales quotas and this is causing their over-the-top sales activities.</li> </ul>
<b>Pledge 5</b> "Offering products and services that can please customers"?	<ul style="list-style-type: none"> <li>It has become more convenient as we can use IC cards for public transportation for payment.</li> <li>I hope that the Group maintains the status quo as it makes a clear distinction from megabanks and local financial institutions by offering free of charge for use of ATMs.</li> </ul>	<ul style="list-style-type: none"> <li>Why don't you offer products that are similar to those offered by other companies? Your products don't fit with the times.</li> <li>I have this image that the Group is putting the entire negative aspects of outdated products and unsimplified, complicated procedures in the hands of front-line employees.</li> </ul>

## Examples of activities to implement our "Pledge to Regain Customers' Trust"

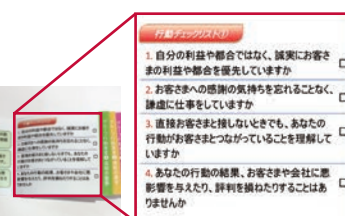
**[Japan Post Co., Ltd. Tohoku Branch]**  
**Encouragement of the Japan Post Group Charter of Corporate Conduct** (implemented from January to March 2021)

The branch office implemented a measure in which employees who put the Japan Post Group Charter of Corporate Conduct into practice recognized each other's efforts and achievements. In addition, the branch office displayed posters created by the branch office independently in all the post offices in the service area.


**[Japan Post Co., Ltd. Chugoku Branch]**  
**Establishment of Reflection Days** (implemented in December 2020)

In December 2020, the branch office established a week of promoting the penetration of the Management Philosophy, etc., and conducted short training sessions at occasions such as morning assemblies. In addition, the branch office established "Reflection Days," which occur every Friday to encourage employees to reflect on their actions using a Charter of Corporate Conduct checklist.

The branch office started to distribute the mini-sized Management Philosophy Handbook in January 2021 to employees so they can carry the handbook together with their employee ID card, encouraging them to reflect on their actions in connection with the Management Philosophy, etc., anytime.


**Provision of services by the Telephone Consultation Desk for Japan Post Insurance, etc. manned by Consumer Affairs Consultants**

The "Telephone Consultation Desk for Japan Post Insurance, etc. manned by Consumer Affairs Consultants" was established in August 2020 so that users of Japan Post Insurance, etc., may seek for advice in a more reliable manner.

This customer advising service is provided by consumer affairs consultants who are experts on various types of consultation concerning consumer affairs from a fair and neutral standpoint, and the number of consultation cases to date totaled approximately 2,100 (as of April 30, 2021).


**JP Reform Execution Committee**

The "JP Reform Execution Committee" was established on April 2, 2020, with the aim of obtaining various types of advice toward regaining public trust from external experts from a fair and neutral standpoint.

JP Reform Execution Committee meetings were held

10 times in total as of the end of April 2021, and the topics in these meetings to date were as listed below.

The JP Reform Execution Committee discusses a wide variety of topics concerning the Group, and we will continue utilizing it for improvement of the Group.

Meeting	Date	Main topics
1st	April 2, 2020	<ul style="list-style-type: none"> <li>The status of progress of the business improvement plan concerning inappropriate insurance solicitation, etc., for Japan Post Insurance products</li> <li>Efforts to regain public trust</li> </ul>
2nd	May 27	
3rd	June 18	<ul style="list-style-type: none"> <li>Hearing surveys against and opinion exchange with Group companies</li> </ul>
4th	July 16	<ul style="list-style-type: none"> <li>Specific evaluation indicators as conditions for resuming sales of Japan Post Insurance products and the status of progress at each company</li> <li>Formulation of a "Pledge Toward Regaining Public Trust" of the Japan Post Group</li> </ul>
5th	September 3	<ul style="list-style-type: none"> <li>The status of progress of the business improvement plan concerning inappropriate insurance solicitation, etc., for Japan Post Insurance products</li> <li>Investigation on the status of operation of whistleblowing contact points at the Japan Post Group</li> <li>"Pledge to Regain Customers' Trust" of the Japan Post Group</li> </ul>

**[Japan Post Bank Co., Ltd.]****Implementation of One Inspection Per Day campaign (since October 2020)**

Japan Post Bank promoted understanding and penetration of customer-oriented business operations through sharing of success experiences and other information relating to putting our “Pledge to Regain Customers’ Trust” into practice within offices.

- **Fukuoka Operation Support Center**

The center implemented the One Inspection Per Day campaign in meetings.

- **Kanto Regional Headquarters**

Each person in charge formulated their specific measures to achieve the “Pledge to Regain Customers’ Trust,” and the written oaths to achieve them were displayed.



A scene from a meeting



Displayed written oaths

**[Japan Post Insurance Co., Ltd.]****Communication with employees and sharing of information with frontline employees**

Occasions for opinion exchange between branch offices, regional headquarters, etc., and the president and officers, such as frontline meetings, were regularly held (1,101 times).

A suggestion-to-president box was installed as part of the measures toward the corporate culture reform. (The number of opinions collected as of the end of March 2021 was 2,159. Measures were put into consideration taking into account the opinions of frontline employees.)

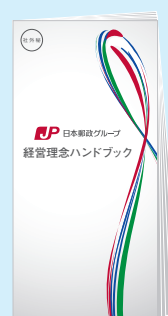
Efforts toward the corporate culture reform were widely undertaken at regional headquarters, branch offices, and service centers, and those efforts at each base were posted and showcased on the internal portal site (363 cases).

A measure to recognize fine initiatives at each base was implemented to motivate employees and encourage participation in the efforts toward corporate culture reform.

**Management Philosophy Handbook**

The small-sized “Management Philosophy Handbook,” which bundles the Management Philosophy of the Japan Post Group, the Japan Post Group Charter of Corporate Conduct, and management philosophies of other Group companies was distributed to all employees. The handbook provides easy-to-understand explanations on points in putting the Management Philosophy into practice and serves as the cornerstone when employees feel uncertain in their daily operations.

In addition, training sessions were held using a training DVD created with President & CEO MASUDA Hiroya of Japan Post Holdings Co., Ltd. being the trainer.



Meeting	Date	Main topics
6th	October 21	<ul style="list-style-type: none"> <li>• The status of activities to put the “Pledge to Regain Customers’ Trust” of the Japan Post Group into practice</li> </ul>
7th	December 3	<ul style="list-style-type: none"> <li>• The status of progress of the business improvement plan concerning inappropriate insurance solicitation, etc., for Japan Post Insurance products</li> <li>• Japan Post Group Basic Approach to the Medium-Term Management Plan (2021–2025)</li> </ul>
8th	January 29, 2021	<ul style="list-style-type: none"> <li>• Results of verification pertaining to whistleblowing contact points, etc., of the Japan Post Group</li> <li>• Results of verification pertaining to governance, etc., of Japan Post Bank</li> <li>• Growth strategy of the Japan Post Group</li> </ul>
9th	March 5	<ul style="list-style-type: none"> <li>• Systems for customer-oriented consultation of the Japan Post Group</li> <li>• Evaluation and areas for improvement concerning Group governance of Japan Post Holdings</li> <li>• Japan Post Group’s efforts toward carbon neutrality</li> </ul>
10th	April 21	<ul style="list-style-type: none"> <li>• The desirable form of governance of the Japan Post Group in the future</li> <li>• The interim report on the “Pledge to Regain Customers’ Trust” of the Japan Post Group into practice</li> </ul>

## Policies of the Japan Post Group companies toward regaining customers' trust

### Japan Post Holdings

In order to provide customer-oriented services, we will take bold steps to reform corporate culture of the Group.

More specifically, we will proceed with two major initiatives: measures to strengthen governance and measures for HR development and strategy. As for measures to strengthen governance, we will push forward with the introduction of a Group CxO system which provides a group-wide horizontal functionality, integrated operation of Japan Post Holdings and Japan Post, etc.; on the HR development and strategy front, we will promote personnel exchange inside and outside the Group, develop human resources in fields of specialization such as DX, proactively hire external specialists and take such other measures. In addition, we will reform ourselves into an organization which is open to feedback from customers and employees and allows for open communication inside and outside the Group.

### Japan Post

We will implement the business improvement plan steadily and devote ourselves entirely to regain customers' trust. In addition, we will re-establish financial sales targets and evaluation systems, utilize voices of customers and employees in management and take such other measures as part of our efforts to reform our corporate culture. We will also develop products and services that meet customers' needs from a customer-oriented perspective and make group-wide efforts to deliver such products and services to customers in a safe and reliable manner by adopting a style of providing services from customers' viewpoint.

### Japan Post Bank

We will work to realize sustainable reforms to our corporate culture whereby each of our employees earnestly listens to customer opinions, and implements customer-oriented work operations in their day-to-day activities.

For the purpose of further promoting and putting into practice customer-oriented business operations, we established the "Service Improvement Committee" as an expert committee chaired by the President and Representative Executive Officer. Management teams lead the Committee in utilizing "customer feedback" and "employee feedback" in efforts to improve and enhance products and services.

### Japan Post Insurance

We will radically shift to a new sales approach and thoroughly conduct activities to ensure that "our customers can use our products and services based on their satisfaction and understanding." In addition, throughout the insurance period, we will be engaged in careful follow-up services for strengthening ties with our customers, based on the concept of "providing services in the form of life insurance," thereby rebuilding relationship with them.