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## ① Company Outline

Company name (in Japanese):	Nippon Yusei Kabushiki Kaisha ( <a href="https://www.japanpost.jp/en/">https://www.japanpost.jp/en/</a> )
Company name:	JAPAN POST HOLDINGS Co., Ltd.
Head office location:	3-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100-8791, Japan
Telephone:	03-3477-0111 (Japan Post Group main number)
Paid-in capital:	¥3,500 billion
Date of establishment:	January 23, 2006
Legal basis:	Established under the Japan Post Holdings Co., Ltd. Act (Law No. 98 of October 21, 2005)
Line of business:	Strategy formulation of Group management



## ② Information on Shares

(As of March 31, 2024)

### 1. Number of Shares

Total number of authorized shares	18,000,000,000
Total number of issued shares	3,461,049,500
Total number of shareholders	697,571

### 2. Major Shareholders

	Capital contribution to the Company	
	Number of shares held	Shareholding ratio (%)
Minister of Finance	1,153,683,200	35.98
The Master Trust Bank of Japan, Ltd. (Trust Account)	339,821,600	10.59
Custody Bank of Japan, Ltd. (Trust Account)	103,515,100	3.22
Japan Post Holdings Employee Shareholding Association	95,737,600	2.98
STATE STREET BANK WEST CLIENT - TREATY 505234	45,736,929	1.42
JPMorgan Securities Japan Co., Ltd.	30,723,728	0.95
STATE STREET BANK AND TRUST COMPANY 505103	25,691,613	0.80
SMBC Nikko Securities Inc.	25,351,600	0.79
JP MORGAN CHASE BANK 385781	24,592,556	0.76
SSBTC CLIENT OMNIBUS ACCOUNT	22,853,499	0.71

Note 1: Japan Post Holdings, which holds 254,909,293 shares (shareholding ratio 7.36%) of treasury stock, is not included in the above list of major shareholders.

Note 2: The shareholding ratio has been calculated by deducting treasury stock from the total number of issued shares and has been rounded down to the second decimal place.

### 3. Matters Concerning Stock Acquisition Rights

None.

## ③ Number of Employees

1,533\* (as of March 31, 2024)

\* The number of employees excludes employees assigned to other companies by Japan Post Holdings but includes employees assigned to Japan Post Holdings by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

## ④ List of Directors, Executive Officers, and Management Committees

(As of July 1, 2024)

### 1. Directors

Director and Representative Executive Officer, President & CEO .....	MASUDA Hiroya (Concurrently holds the positions of Director of Japan Post Co., Ltd., Director of Japan Post Bank Co., Ltd., and Director of Japan Post Insurance Co., Ltd.)
Director and Representative Executive Officer, Senior Executive Vice President .....	IIZUKA Atsushi
Director .....	SENDA Tetsuya (Concurrently holds the position of President & CEO (Representative Executive Officer) of Japan Post Co., Ltd.)
Director .....	TANIGAKI Kunio (Concurrently holds the position of Director and President, CEO, Representative Executive Officer of Japan Post Insurance Co., Ltd.)
Director .....	KASAMA Takayuki (Concurrently holds the position of Director, President and Representative Executive Officer of Japan Post Bank Co., Ltd.)
Director (Outside) .....	OKAMOTO Tsuyoshi (Concurrently holds the position of Honorary Advisor of Tokyo Gas Co., Ltd.)
Director (Outside) .....	KOEZUKA Miharū
Director (Outside) .....	KAIAMI Makoto (Attorney)
Director (Outside) .....	SATAKE Akira
Director (Outside) .....	SUWA Takako (Concurrently holds the position of Representative Director of Daiya Seiki Co., Ltd.)
Director (Outside) .....	ITO Yayoi
Director (Outside) .....	OEDA Hiroshi (Concurrently holds the position of Special Advisor of Nisshin Seifun Group Inc.)
Director (Outside) .....	KIMURA Miyoko (Concurrently holds the position of Director and Managing Executive Officer, General Manager of R&D Division of KING JIM CO., LTD.)
Director (Outside) .....	SHINDO Kosei (Concurrently holds the position of Senior Advisor of Nippon Steel Corporation)
Director (Outside) .....	SHIONO Noriko

### 2. Executive Officers (Excludes persons with concurrent posts in the above 1. Directors)

Representative Executive Officer, Executive Vice President	KATO Nobuyasu	Executive Officer	KAZAMATSURI Makoto
Senior Managing Executive Officer	YAMASHIRO Yasuhiko	Executive Officer	MITANI Masanobu
Senior Managing Executive Officer	ASAI Tomonori	Executive Officer	ITAGAKI Tadayuki
Senior Managing Executive Officer	HAYAKAWA Masataka	Executive Officer	TAKEMOTO Tsutomu
Senior Managing Executive Officer	HAYASHI Toshiyuki	Executive Officer	SUNAYAMA Naoki
Managing Executive Officer	FUKUMOTO Kenji	Executive Officer	MAKI Hirohisa
Managing Executive Officer	ICHIKI Miho	Executive Officer	NAKAHATA Ikuko
Managing Executive Officer	NAKAMATA Chikara	Executive Officer	NISHIDA Akihisa
Managing Executive Officer	IIDA Yasuhisa	Executive Officer	WAKABAYASHI Isamu
Managing Executive Officer	SAKURAI Makoto	Executive Officer	ITO Yuri
Managing Executive Officer	KAKINOKI Akira	Executive Officer	KOMIYA Akio
Managing Executive Officer	AKIMOTO Yosahinori	Executive Officer	SEKI Yoshiyuki
Managing Executive Officer	MINAMI Yoshito		
Managing Executive Officer	NISHIGUCHI Akihito		
Managing Executive Officer	TANAKA Susumu		
Managing Executive Officer	ONISHI Toru		
Managing Executive Officer	KOIKE Shinya		

### 3. Nomination Committee

Chairman	OKAMOTO Tsuyoshi
Member	SHINDO Kosei
Member	MASUDA Hiroya

### 4. Audit Committee

Chairman	SATAKE Akira
Member	KAIAMI Makoto
Member	SUWA Takako
Member	ITO Yayoi

### 5. Compensation Committee

Chairman	KOEZUKA Miharū
Member	OEDA Hiroshi
Member	MASUDA Hiroya

## 5 Organization Chart

(As of July 1, 2024)



## ⑥ Principal Subsidiaries and Affiliates of Japan Post Holdings Co., Ltd.

(As of March 31, 2024)

Affiliation	Company name	Location	Issued capital (Millions)	Main business	Date of establishment	Percentage ownership of voting rights
Consolidated subsidiaries	JAPAN POST Co., Ltd.	Chiyoda-ku, Tokyo	¥400,000	Postal and domestic logistics business, post office business, international logistics business	October 1, 2007	100.0%
	Japan Post Transport Co., Ltd.	Minato-ku, Tokyo	¥18,250	Postal and domestic logistics business (truck cargo transportation)	November 30, 2007	100.0% (100.0%)
	JAPAN POST MAINTENANCE Co., Ltd.	Koto-ku, Tokyo	¥50	Postal and domestic logistics business (automobile maintenance and machinery maintenance business, product sales business, vehicle maintenance and management business)	March 1, 1991	100.0% (100.0%)
	JP BIZ MAIL Co., Ltd.	Adachi-ku, Tokyo	¥100	Postal and domestic logistics business (preparation and posting of postal items)	February 1, 2006	58.5% (58.5%)
	JP MEDIA DIRECT Co., Ltd.	Minato-ku, Tokyo	¥300	Postal and domestic logistics business (planning, development, and sales of direct mail and contracted shipment of merchandise)	February 29, 2008	51.0% (51.0%)
	Tokyo Beiyu Co., Ltd.	Meguro-ku, Tokyo	¥22	Postal and domestic logistics business (petroleum sales business)	March 10, 1949	82.3% (82.3%)
	JP Rakuten Logistics, Inc.	Chiyoda-ku, Tokyo	¥100	Postal and domestic logistics business (logistics business)	May 14, 2021	50.1% (50.1%)
	JP LOGISTICS GROUP Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Postal and domestic logistics business (planning and drafting logistics strategies)	September 16, 2009	100.0% (100.0%)
	JP LOGISTICS Co., Ltd.	Chiyoda-ku, Tokyo	¥10	Postal and domestic logistics business (contract business, forwarding business, express business)	January 29, 2002	100.0% (100.0%)
	Japan Post Trading Service Co., Ltd.	Koto-ku, Tokyo	¥100	Post office business (merchandise business, contracting business for merchandise operations)	September 11, 2007	100.0% (100.0%)
	Japan Post Communications Co., Ltd.	Chiyoda-ku, Tokyo	¥350	Post office business (operations related to posting advertisements in post offices)	August 8, 2014	100.0% (100.0%)
	JAPAN POST OFFICE SUPPORT Co., Ltd.	Minato-ku, Tokyo	¥100	Post office business (merchandise sales, facilities management, and contracting business)	March 16, 1971	100.0% (100.0%)
	JP GENERAL INSURANCE AGENCY Co., Ltd.	Chiyoda-ku, Tokyo	¥20	Post office business (non-life insurance and automobile liability insurance agency business)	August 7, 1950	70.0% (70.0%)
	YY Gift Co., Ltd.	Nishi-ku, Yokohama-shi, Kanagawa	¥20	Post office business (sales of catalog products, mail-order business, agency business for sales of alcohol)	April 23, 1996	51.0% (51.0%)
	JP TOKYO TOKUSENKAI Co., Ltd.	Taito-ku, Tokyo	¥30	Post office business (sales of catalog products, mail-order business)	March 2, 2015	51.0% (51.0%)
	JAPAN POST INFORMATION TECHNOLOGY Co., Ltd.	Shinjuku-ku, Tokyo	¥3,150	Post office business (maintenance and management of communication networks)	January 30, 1987	100.0% (67.0%)
	JAPAN POST SYSTEM DEVELOPMENT Co., Ltd.	Shinagawa-ku, Tokyo	¥99	Post office business (consulting, planning, and development of various business systems and fundamental technologies)	August 1, 1989	100.0% (100.0%)
	Toll Holdings Pty Limited (Note 5)	Melbourne, Australia	AUD4,978	International logistics business (forwarding business, 3PL business)	June 20, 1986	100.0% (100.0%)
	JAPAN POST BANK Co., Ltd.	Chiyoda-ku, Tokyo	¥3,500,000	Banking business	September 1, 2006	61.5%
	JAPAN POST BANK LOAN CENTER Co., Ltd.	Sumida-ku, Tokyo	¥2,000	Banking business (credit guarantee services for account overdraft guarantee service and agency operations)	May 28, 1980	100.0% (100.0%)
	Japan Post Investment Corporation	Chiyoda-ku, Tokyo	¥750	Banking business (securities investment management business and investment advisory business)	February 9, 2018	75.0% (75.0%) [25.0%]
	JAPAN POST INSURANCE Co., Ltd.	Chiyoda-ku, Tokyo	¥500,000	Life insurance business	September 1, 2006	49.8%
	JAPAN POST INSURANCE SYSTEM SOLUTIONS Co., Ltd.	Shinagawa-ku, Tokyo	¥500	Life insurance businesses (commissioning of design, development, maintenance, and operation of information systems)	March 8, 1985	100.0% (100.0%)
	JAPAN POST CORPORATE SERVICE Co., Ltd.	Minato-ku, Tokyo	¥640	Other businesses (temporary staffing service, contracted business)	July 3, 2007	100.0%
	JAPAN POST BUILDING MANAGEMENT Co., Ltd.	Chiyoda-ku, Tokyo	¥150	Other businesses (operational management of leased buildings)	April 1, 2011	100.0% (100.0%)
YUSEI CHALLENGED Co., Ltd.	Setagaya-ku, Tokyo	¥5	Other businesses (office cleaning)	November 20, 2007	100.0%	

Affiliation	Company name	Location	Issued capital (Millions)	Main business	Date of establishment	Percentage ownership of voting rights
Consolidated subsidiaries	Japan Post Capital Co., Ltd.	Chiyoda-ku, Tokyo	¥1,500	Other businesses (investment business, consulting business for management and financial matters)	November 1, 2017	100.0%
	Japan Post Real Estate Co., Ltd.	Chiyoda-ku, Tokyo	¥1,500	Other businesses (ownership, leasing, and management business of real estate, development business of residential and commercial land, etc.)	April 2, 2018	100.0%
	JP DIGITAL Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Other businesses (digital-related services business)	July 1, 2021	100.0% (10.0%)
	JP TOWAY CONTACT Co., Ltd.	Nishi-ku, Osaka-shi, Osaka	¥182	Other businesses (telemarketing services)	April 18, 1988	82.9% (82.9%)
	Japan Post Properties Co., Ltd.	Chuo-ku, Tokyo	¥450	Other businesses (holding and rental of buildings, condominiums, and stores; master leases on real estate; etc.)	October 1, 1953	51.0% (51.0%)
	and 186 other companies					
Affiliated companies accounted for under the equity method	SAISON ASSET MANAGEMENT Co., Ltd.	Toshima-ku, Tokyo	¥1,000	Post office business (type II financial instruments business operation and investment trust management business, others)	June 12, 2006	40.0% (40.0%)
	JA FOODS OITA CO., LTD.	Kitsuki-shi, Oita	¥493	Post office business (processing and sales of agricultural products, fruits, and vegetables)	December 2, 1991	20.0% (20.0%)
	RINGBELL Co., Ltd.	Chuo-ku, Tokyo	¥100	Post office business (planning, production, and sales of catalog gifts, others)	July 3, 1987	20.0% (20.0%)
	JP Asset Management Co., Ltd.	Chuo-ku, Tokyo	¥500	Banking business (type II financial instruments business operation and investment management business)	August 18, 2015	50.0% (50.0%)
	ATM Japan Business Service, Ltd.	Minato-ku, Tokyo	¥100	Banking business (ATM cash loading and collection as well as ATM management)	August 30, 2012	35.0% (35.0%)
	Good Technology Company, Co., Ltd.	Chiyoda-ku, Tokyo	¥10	Other businesses (digital-related services)	January 18, 2023	40.0% (40.0%)
	Aflac Incorporated	Columbus, GA, USA	\$136	Group management as a group holding company	April 27, 1973	20.0% (Note 6)
	and 6 other companies					

Note 1: In the main business column, besides the segment names, a summary of the businesses carried out by the concerned companies is included within the parentheses.

Note 2: Among the affiliated companies listed above, Japan Post, Japan Post Bank, Japan Post Insurance, Japan Post Information Technology, and Toll Holdings Pty Limited correspond to a specified subsidiary.

Note 3: Among the affiliated companies listed above, Japan Post Bank and Japan Post Insurance submit securities reports.

Note 4: The figures in parentheses in the column showing percentage ownership of voting rights indicate the percentage of indirect ownership (within parentheses) through subsidiaries. The figures in brackets indicate "Those parties deemed to exercise voting rights for the same details as their own intentions because of the close relationships between themselves and investments, personnel, capital, technologies, business transactions, etc." or "Those parties that agree to exercise voting rights for the same details as their own intentions" (outside the parentheses).

Note 5: Among the affiliated companies listed above, the ordinary income (excluding intercompany ordinary income of consolidated companies) of Japan Post, Japan Post Bank, and Japan Post Insurance exceeded 10% of consolidated ordinary income. Information on principal profits and losses of Japan Post is detailed below. Information on Japan Post Bank and Japan Post Insurance is omitted because these companies submit securities reports.

Name	Principal information on profits and losses (Millions of yen)				
	Operating income	Ordinary income	Net income	Net assets	Total assets
Japan Post	¥2,721,256	¥2,913	¥7,110	¥652,402	¥4,270,826

Note 6: According to the articles of incorporation of Aflac Incorporated, a provision states that if Aflac Incorporated shares are continuously held for exceeding four years, 10 voting rights per share are granted. Consequently, as of March 31, 2024, Japan Post Holdings, through a trust, holds exceeding 20% of the voting rights of Aflac Incorporated. (The specific percentage of voting rights held will vary depending on the existence of other shareholders to whom similar provisions apply and the number of shares held.) However, in the Shareholders Agreement signed on February 28, 2019, between the Company, Aflac Incorporated, J&A Alliance Holdings Corporation (trustee of the trust that the Company established by entrusting the necessary funds to acquire shares of Aflac Incorporated; hereinafter referred to as "trustee" in this Note 6), and the general incorporated association J&A Alliance, which is a shareholder of the trustee, it is stipulated that for the voting rights associated with the common stock of Aflac Incorporated, in which the trust holds beneficial interests, voting rights exceeding 20% of the total voting rights (however, regarding matters related to changes in control of Aflac Incorporated (except when a majority of the members of the Board of Directors of Aflac Incorporated are changed without the consent of the existing directors), all voting rights) shall be exercised in proportion to the number of votes of common stock of Aflac Incorporated not held by the trust. Therefore, based on this Shareholders Agreement, the maximum voting rights ownership ratio that the trustee can exercise at its own discretion is shown.

Note 7: On April 1, 2024, the Company established Japan Post Architecture and Engineering Co., Ltd. (the Company owns 100% of the voting rights), whose business includes research and planning, design and construction supervision, construction management, and support for management and operation and maintenance of buildings and other structures.

Note 8: On May 21, 2024, JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. was established (voting rights owned 100% by Japan Post Bank) to engage in investment management business.

## 1 Company Outline

Company name (in Japanese):	Nippon Yubin Kabushiki Kaisha ( <a href="https://www.post.japanpost.jp/about/index_en.html">https://www.post.japanpost.jp/about/index_en.html</a> )
Company name:	JAPAN POST Co., Ltd.
Head office location:	3-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100-8792, Japan
Telephone:	03-3477-0111 (Japan Post Group main number)
Paid-in capital:	¥400 billion
Date of establishment:	October 1, 2007
Legal basis:	Established under the Japan Post Co., Ltd. Act (Law No. 100 of October 21, 2005)
Lines of business:	Postal operations; banking counter operations; insurance counter operations; sales of documentary stamps; operations consigned by local government entities; bank and life and non-life insurance agency services other than those mentioned previously; domestic distribution and delivery business and international cargo transport and agency services for air cargo business; logistics business; real estate business; and merchandise sales



## 2 Management Philosophy

Post offices take on new challenges.  
Present at every stage of life,  
listening and supporting.  
Creating services that resonate with local needs,  
continuously innovating to deliver unparalleled convenience.  
As our employees reach their full potential,  
we create a more caring and connected community.  
Always nearby, always ready to help—a unique role only post offices can fulfill.

A narrative that outlines  
our purpose and vision

Present at every stage of life.  
Touching the hearts of all.

Management Philosophy

## 3 Information on Shares

(As of March 31, 2024)

### 1. Number of Shares

Total shares issued	10,000,000
---------------------	------------

### 2. Shareholder

Japan Post Holdings Co., Ltd.	Condition of holdings	
	Shares owned	Percentage of total issued
	10,000,000	100%

## 4 Number of Employees

171,804\* (as of March 31, 2024)

\* The number of employees excludes employees assigned to other companies by Japan Post but includes employees assigned to Japan Post by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

## ⑤ List of Directors, Audit and Supervisory Board Members, and Executive Officers

(As of June 25, 2024)

### 1. Directors

President & CEO (Representative Executive Officer).....	SENDA Tetsuya (Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Executive Vice President (Representative Director).....	MINAMI Yoshito (Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Executive Vice President (Representative Director).....	NISHIGUCHI Akihito (Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
First Executive Officer (Director).....	TSUYAMA Katsuhiko
Director .....	MASUDA Hiroya (Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Director (Outside) .....	ABE Junichi (Concurrently holds the position of President and Representative Director of CHUOKORON-SHINSHA, INC.)
Director (Outside) .....	ENOMOTO Chisa (Concurrently holds the position of Outside Director (Member of Supervisory Committee) of PERSOL HOLDINGS CO., LTD.)
Director (Outside) .....	OGURA Toshikatsu (Formerly held the position of Senior Executive Vice President, Representative Member of the Board of Nippon Telegraph and Telephone West Corporation)
Director (Outside) .....	TAKAMURA Etsuko (Concurrently holds the position of Managing Director, General Manager, Value Creation of CHORUS CORPORATION)
Director (Outside) .....	TAJI Noriko (Professor of MBA School & Department of Business Administration, Hosei University)
Director (Outside) .....	NOKINA Akira (Concurrently holds the position of Representative Director and Chairman of North Pacific Securities Co., Ltd.)

### 2. Audit and Supervisory Board Members

KINOSHITA Noriko  
 OGURO Masayasu  
 SHINODA Kenji  
 NAKAYAMA Hitomi

### 3. Executive Officers

First Executive Officer	YAMASHIRO Yasuhiko	Executive Officer	HASEGAWA Atsushi
First Executive Officer	ASAI Tomonori	Executive Officer	OGAWA Masato
First Executive Officer	KATO Nobuyasu	Executive Officer	NAKAI Katsunori
First Executive Officer	HAYAKAWA Masataka	Executive Officer	NAMIKI Tsukasa
First Executive Officer	HAYASHI Toshiyuki	Executive Officer	TANAKA Yutaka
Senior Executive Officer	NEGISHI Kazuyuki	Executive Officer	MITOMA Norimasa
Senior Executive Officer	TAKAHASHI Yasuhiro	Executive Officer	MITANI Masanobu
Senior Executive Officer	KOIKE Shinya	Executive Officer	GOMI Yoshihiro
Senior Executive Officer	SAKATA Hiroshi	Executive Officer	TANAKA Hiroyuki
Senior Executive Officer	FUKUMOTO Kenji	Executive Officer	BANDO Hideki
Senior Executive Officer	ONOKI Kieko	Executive Officer	MEGURO Kenji
Senior Executive Officer	KAMIOZAKI Koji	Executive Officer	SUNAYAMA Naoki
Senior Executive Officer	TAKAHASHI Fumiaki	Executive Officer	MAKI Hirohisa
Senior Executive Officer	ICHIKI Miho	Executive Officer	KUROGI Nobuhiro
Senior Executive Officer	NAKAMA Yoshinobu	Executive Officer	SAITO Takashi
Senior Executive Officer	IIDA Yasuhisa	Executive Officer	MATSUOKA Hoshihiko
Senior Executive Officer	ASAMI Kanako	Executive Officer	YAMADA Ryotaro
Senior Executive Officer	NAKAMATA Chikara	Executive Officer	NAKAHATA Ikuro
Senior Executive Officer	KAKINOKI Akira	Executive Officer	NISHIDA Akihisa
		Executive Officer	MITA Akiko
		Executive Officer	IBUSUKI Ichirou
		Executive Officer	TAKAHASHI Chie

# 6 Organization Chart

(As of July 1, 2024)



Note: The number of Regional Inspection Offices, Compliance Offices, and each Center (excluding Financial Services Contact Centers) is as of April 1, 2024. In addition, the number of directly managed post offices and contracted post offices is as of March 31, 2024.

Top Commitment

Group Overview

Stories of Value Creation for Growth

Business Strategies for Growth

Management Foundation to Support Growth

Data Compilation

## ① Company Outline

Company name (in Japanese):	Kabushiki Kaisha Yucho Ginko ( <a href="https://www.jp-bank.japanpost.jp/en_index.html">https://www.jp-bank.japanpost.jp/en_index.html</a> )
Company name:	JAPAN POST BANK Co., Ltd.
Head office location:	3-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100-8793, Japan
Telephone:	03-3477-0111 (Japan Post Group main number)
Paid-in capital:	¥3,500 billion
Date of establishment:	September 1, 2006 (On October 1, 2007, the name was changed from Yucho Co., Ltd. to Japan Post Bank Co., Ltd.)
Line of business:	Banking
Financial institution code number:	9900



## ② Management Philosophy

Japan Post Bank aims to become “the most accessible and trustworthy bank in Japan,” guided by the needs and expectations of our customers.

Trust:	We comply with laws, regulations, and other standards of behavior and value trusted relationships with customers, markets, shareholders, and employees and consistently serve as a responsible corporate citizen.
Innovation:	We work sincerely to improve our management and business operations in response to requests from customers and changes in the business environment.
Efficiency:	We pursue improvements in speed and efficiency of our management and business operations in order to provide customer-oriented financial instruments and services.
Expertise:	We continually strive to strengthen our expertise for the aim of services meeting the expectations of our customers.

## ③ Information on Shares

(As of March 31, 2024)

### 1. Number of Shares

Total shares issued	3,617,602,420
---------------------	---------------

### 2. Major Shareholders

		Number of shares held and percentage of shares held	
		Number of shares held	Percentage of shares held (%)
1	Japan Post Holdings Co., Ltd.	2,224,866,500	61.50
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	279,774,900	7.73
3	Custody Bank of Japan, Ltd. (Trust Account)	83,444,000	2.30
4	STATE STREET BANK WEST CLIENT – TREATY 505234	33,738,200	0.93
5	JPMorgan Securities Japan Co., Ltd.	26,643,962	0.73
6	JP MORGAN CHASE BANK 385781	20,095,742	0.55
7	SBBTC CLIENT OMNIBUS ACCOUNT	14,338,424	0.39
8	STATE STREET BANK AND TRUST COMPANY 505103	13,419,497	0.37
9	Japan Post Bank Employee Shareholding Association	11,880,500	0.32
10	TADA Katsumi	11,738,500	0.32

Note: The percentage of shares held has been calculated excluding treasury stock (70,064 shares) and has been rounded down to the second decimal place.

## ④ Number of Employees

11,345\* (as of March 31, 2024)

\* The number of employees excludes employees assigned to other companies by Japan Post Bank but includes employees assigned to Japan Post Bank by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

## ⑤ List of Directors, Executive Officers, and Management Committees

(As of July 1, 2024)

### 1. Directors

Director, President and Representative Executive Officer.....	KASAMA Takayuki (Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Director, Representative Executive Vice President.....	TANAKA Susumu (Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Director, Representative Executive Vice President.....	YANO Harumi
Director .....	MASUDA Hiroya (Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Director .....	YAMAZAKI Katsuyo
Outside Director .....	TAKEUCHI Keisuke (Formerly held the position of Principal Corporate Advisor of JGC HOLDINGS CORPORATION)
Outside Director .....	KAIWA Makoto (Concurrently holds the position of Special Advisor of Tohoku Electric Power Co., Inc.)
Outside Director .....	AIHARA Risa (Concurrently holds the position of Representative Director and President of Ai-LAND Co., Ltd.)
Outside Director .....	KAWAMURA Hiroshi (Attorney-at-law)
Outside Director .....	YAMAMOTO Kenzo (Concurrently holds the position of Representative of Office KY Initiative)
Outside Director .....	NAKAZAWA Keiji (Formerly held the position of Vice President of McDonald's Company (Japan), Ltd.)
Outside Director .....	SATO Atsuko (Associate Professor, Department of International Studies, Faculty of Economics of Takasaki City University of Economics)
Outside Director .....	AMANO Reiko (Formerly held the position of Auditor of Japan Atomic Energy Agency)
Outside Director .....	KATO Akane (Concurrently holds the position of Representative Director of AKANE IDENTITIES INC.)

### 2. Executive Officers (Excludes persons with concurrent posts in the above 1. Directors)

Executive Vice President	OGATA Kenji	Executive Officer	TOUMA Masaya
Senior Managing Executive Officer	TAMAKI Masato	Executive Officer	FUKUSHIMA Katsuya
Senior Managing Executive Officer	MATSUNAGA Hisashi	Executive Officer	HASUKAWA Koji
Senior Managing Executive Officer	SHINMURA Makoto	Executive Officer	YOSHIDA Koichiro
Managing Executive Officer	NAGURA Shinobu	Executive Officer	KATO Hisanori
Managing Executive Officer	OGATA Satoru	Executive Officer	TOYODA Yasumitsu
Managing Executive Officer	NAKAO Hideki	Executive Officer	FUJIE Junko
Managing Executive Officer	IIMURA Koji	Executive Officer	UEDA Hiroshi
Managing Executive Officer	KISHI Etsuko	Executive Officer	AONO Kenji
Managing Executive Officer	DEN Akihiro	Executive Officer	YAMAMOTO Hirokazu
		Executive Officer	YANO Tomotake
		Executive Officer	IMAI Kenichi
		Executive Officer	YOSHIDA Yuko

### 3. Nomination Committee

Chairman	KAIWA Makoto
Member	TAKEUCHI Keisuke
Member	AMANO Reiko
Member	KASAMA Takayuki
Member	MASUDA Hiroya

### 4. Audit Committee

Chairman	KAWAMURA Hiroshi
Member	YAMAZAKI Katsuyo
Member	YAMAMOTO Kenzo
Member	NAKAZAWA Keiji
Member	KATO Akane

### 5. Compensation Committee

Chairman	TAKEUCHI Keisuke
Member	AIHARA Risa
Member	NAKAZAWA Keiji
Member	MASUDA Hiroya

## 6 Organization Chart

(As of July 1, 2024)



## ① Company Outline

Company name (in Japanese):	Kabushiki Kaisha Kanpo Seimei Hoken ( <a href="https://www.jp-life.japanpost.jp/english/index.html">https://www.jp-life.japanpost.jp/english/index.html</a> )
Company name:	JAPAN POST INSURANCE Co., Ltd.
Head office location:	3-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100-8794, Japan
Telephone:	03-3477-0111 (Japan Post Group main number)
Paid-in capital:	¥500 billion
Date of establishment:	September 1, 2006 (The name of the company was changed from Kampo Co., Ltd. to Japan Post Insurance Co., Ltd., on October 1, 2007.)
Line of business:	Life insurance



## ② Management Philosophy and Management Policy

### Management Philosophy

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

### Management Policy

We aim to become the No.1 Japanese insurance company selected by customers.

1. We are always close to people's lives, offering easy-to-understand products and high-quality services.
2. We always ensure that employees who have contact with our customers make full use of their strengths to offer better customer services.
3. We create a working environment in which all employees can develop their talents and work with energy and vitality.
4. We practice sound management based on strong corporate governance, constantly creating new value to achieve sustainable growth.
5. We actively contribute to health promotion, environmental protection, and the development of local communities and society as a whole.
6. We work to communicate closely with all stakeholders.

## ③ Information on Stocks

(As of March 31, 2024)

### 1. Number of Stocks

Issued stocks	383,192,300
---------------	-------------

### 2. Major Shareholders

	Number of shares held and percentage of shares held	
	Number of shares held	Percentage of shares held
Japan Post Holdings Co., Ltd.	190,963,900	49.84%
The Master Trust Bank of Japan, Ltd. (Trust Account)	30,020,900	7.83%
Custody Bank of Japan, Ltd. (Trust Account)	11,383,100	2.97%
JPMorgan Securities Japan Co., Ltd.	4,139,400	1.08%
STATE STREET BANK WEST CLIENT - TREATY 505234	4,031,000	1.05%
STATE STREET BANK AND TRUST COMPANY 505103	3,881,422	1.01%
Japan Post Insurance Employee Shareholding Association	3,428,900	0.89%
SSBTC CLIENT OMNIBUS ACCOUNT	2,901,657	0.76%
JP MORGAN CHASE BANK 385781	2,618,104	0.68%
MORGAN STANLEY & CO. LLC	2,590,443	0.68%

Notes: Percentage of owned shares included in the total number of shares is calculated excluding treasury stock (11,151 shares) and rounded to two decimal places.  
Treasury stock does not include the 415,900 shares of the Company's stock held in the Board Benefit Trust.

## ④ Number of Employees

18,427\* (as of March 31, 2024)

\* The number of employees excludes employees assigned to other companies by Japan Post Insurance but includes employees assigned to Japan Post Insurance by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

## ⑤ List of Directors, Executive Officers, and Management Committees

### 1. Directors

(As of July 1, 2024)

Director and President, CEO, Representative Executive Officer .....	TANIGAKI Kunio (Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Director and Deputy President, Representative Executive Officer .....	ONISHI Toru (Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Director .....	NARA Tomoaki
Director .....	MASUDA Hiroya (Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Outside Director .....	SUZUKI Masako (Formerly held the position of Executive Advisor of Pasona Group Inc.)
Outside Director .....	HARADA Kazuyuki (Concurrently holds the position of Chairman of the Board, Representative Director of Keikyu Corporation)
Outside Director .....	TONOSU Kaori (Formerly held the position of Partner of Deloitte Touche Tohmatsu LLC)
Outside Director .....	TOMII Satoshi (Concurrently holds the position of Chairman of DBJ Investment Advisory Co., Ltd.)
Outside Director .....	SHINGU Yuki (Concurrently holds the position of Director of Future Corporation)
Outside Director .....	OMACHI Reiko (Attorney-at-law)
Outside Director .....	YAMANA Shoei (Formerly held the position of Director, President & CEO, Representative Executive Officer of KONICA MINOLTA, INC.)

### 2. Executive Officers (Excludes persons with concurrent posts in the above 1. Directors)

Deputy President, Representative Executive Officer SHIMA Toshitaka	Executive Officer	MURO Takashi
Senior Managing Executive Officer HIRONAKA Yasuaki	Executive Officer	TAGUCHI Yoshihiro
Senior Managing Executive Officer TACHIBANA Atsushi	Executive Officer	SHIGEMATSU Jun
Senior Managing Executive Officer SAKAMOTO Hidekazu	Executive Officer	KIMURA Yoshihisa
Senior Managing Executive Officer HARUNA Takayuki	Executive Officer	HAMASAKI Rika
Managing Executive Officer KOIE Junko	Executive Officer	HANDA Shuji
Managing Executive Officer MIYAZAWA Hitoshi	Executive Officer	IZUMI Mamiko
Managing Executive Officer IMAIZUMI Michinori	Executive Officer	ADACHI Tamami
	Executive Officer	IWATA Kazuhiko
	Executive Officer	SHISHIDO Tsuyoshi
	Executive Officer	NOTO Kazumi
	Executive Officer	TANABE Mikio
	Executive Officer	YANAGISAWA Kenichi

### 3. Nomination Committee

Chairman	HARADA Kazuyuki
Member	TANIGAKI Kunio
Member	MASUDA Hiroya
Member	SUZUKI Masako
Member	YAMANA Shoei

### 4. Audit Committee

Chairman	SUZUKI Masako
Member	NARA Tomoaki
Member	TONOSU Kaori
Member	TOMII Satoshi
Member	OMACHI Reiko

### 5. Compensation Committee

Chairman	TOMII Satoshi
Member	MASUDA Hiroya
Member	HARADA Kazuyuki
Member	SHINGU Yuki

# 6 Organization Chart

(As of July 1, 2024)



Top Commitment

Group Overview

Stories of Value Creation for Growth

Business Strategies for Growth

Management Foundation to Support Growth

Data Compilation

## Japan Post Group (Consolidated)

(Millions of yen)

	As of and for the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Total income</b>	11,950,185	11,720,403	11,264,774	11,138,570	11,982,152
<b>Income before income taxes</b>	864,457	914,164	991,464	657,663	668,316
<b>Net income</b>	483,733	418,238	501,685	431,045	268,685
<b>Comprehensive income (loss)</b>	(2,225,078)	3,567,160	(805,187)	(305,245)	1,256,009
<b>Net assets</b>	12,616,774	16,071,067	14,688,981	15,096,168	15,738,530
<b>Total assets</b>	286,098,449	297,738,131	303,846,980	296,093,652	298,689,150
<b>Consolidated capital adequacy ratio (domestic standard)</b>	17.66%	17.55%	17.21%	17.35%	15.88%

Notes:

- The amount of net income attributable to Japan Post Holdings has been used for net income of the Japan Post Group (Consolidated).
- The consolidated capital adequacy ratio (domestic standard) has been calculated in line with provisions of Article 52-25 of the Banking Act and on the basis of criteria for judging whether a bank holding company's capital adequacy ratio and that of its subsidiaries are appropriate in light of assets held (Financial Services Agency Notice No. 20, 2006).
- Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

## Japan Post Holdings (Non-consolidated)

(Millions of yen)

	As of and for the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Operating income</b>	289,447	167,933	284,688	257,559	219,644
<b>Net operating income</b>	236,452	104,871	203,545	180,637	145,502
<b>Net ordinary income</b>	243,027	114,800	217,753	198,881	162,776
<b>Net income (loss)</b>	397,647	(2,129,989)	325,460	293,787	158,023
<b>Net assets</b>	8,031,667	5,912,969	5,740,721	5,625,034	5,163,805
<b>Total assets</b>	8,129,402	5,997,547	5,848,650	5,762,311	5,300,393

## Japan Post (Consolidated)

(Millions of yen)

	As of and for the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Operating income</b>	3,839,318	3,837,635	3,656,920	3,451,530	3,323,743
<b>Net operating income</b>	179,034	155,070	148,268	83,801	6,369
<b>Net ordinary income</b>	168,111	149,191	143,545	79,641	2,196
<b>Net income</b>	87,155	53,415	93,217	62,090	7,270
<b>Net assets</b>	855,378	871,293	910,154	849,268	771,550
<b>Total assets</b>	5,179,414	5,175,507	5,180,966	4,873,023	4,754,760

Notes:

- The amount of net income attributable to Japan Post has been used for net income of Japan Post (Consolidated).
- Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

## [Postal and domestic logistics business segment (Consolidated)]

(Millions of yen)

	For the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Operating income</b>	2,125,313	2,068,426	2,041,210	2,056,437	1,975,570
<b>Net operating income (loss)</b>	147,505	123,716	102,245	33,007	(68,623)

Note: Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

## [Post office business segment (Consolidated)]

(Millions of yen)

	For the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Operating income</b>	1,298,774	1,243,466	1,151,797	1,074,041	1,112,929
<b>Net operating income</b>	44,598	37,727	24,569	49,311	72,962

## [International logistics business segment (Consolidated)]

(Millions of yen)

	For the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Operating income</b>	634,954	749,878	687,506	539,198	448,814
<b>Net operating income (loss)</b>	(8,683)	3,505	28,788	10,476	9,582

Notes:

1. For the international logistics business segment, the amount presented in net operating income (loss) is EBIT.
2. Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

## Japan Post Bank (Consolidated)

(Millions of yen)

	As of and for the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Ordinary income</b>	1,799,544	1,946,728	1,977,640	2,064,251	2,651,706
<b>Net ordinary income</b>	379,137	394,221	490,891	455,566	496,059
<b>Net income</b>	273,435	280,130	355,070	325,070	356,133
<b>Net assets</b>	9,003,256	11,394,827	10,302,261	9,651,874	9,707,923
<b>Total assets</b>	210,910,882	223,870,673	232,954,480	229,582,232	233,907,990
<b>Consolidated capital adequacy ratio (domestic standard)</b>	15.58%	15.53%	15.56%	15.53%	15.01%

Notes:

1. The amount of net income attributable to Japan Post Bank has been used for net income of Japan Post Bank (Consolidated).
2. The consolidated capital adequacy ratio (domestic standard) has been calculated based on standards stipulated by Article 14-2 of the Banking Act for the purpose of determining whether banks have sufficient equity capital given their holdings of assets and other instruments (Financial Services Agency Notice No. 19 2006).

## Japan Post Insurance (Consolidated)

(Millions of yen)

	As of and for the fiscal year ended				
	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024
<b>Ordinary income</b>	7,211,405	6,786,226	6,454,208	6,379,561	6,744,134
<b>Net ordinary income</b>	286,601	345,736	356,113	117,570	161,173
<b>Net income</b>	150,687	166,103	158,062	97,614	87,056
<b>Net assets</b>	1,928,380	2,841,475	2,421,063	2,375,377	3,395,744
<b>Total assets</b>	71,664,781	70,172,982	67,174,796	62,687,388	60,855,899
<b>Consolidated solvency margin ratio</b>	1,070.9%	1,121.2%	1,045.5%	1,009.1%	1,023.2%

Notes:

1. The amount of net income attributable to Japan Post Insurance has been used for net income of Japan Post Insurance (Consolidated).
2. The consolidated solvency margin ratio has been calculated in accordance with Articles 86-2 and 88 of the Ordinance for Enforcement of the Insurance Business Act and Financial Services Agency Notice No. 23, 2011.

Matters for Disclosure Concerning Composition of Capital

Capital structure  
 Consolidated capital adequacy ratio (domestic standard)

(Millions of yen)

Items	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Core Capital: instruments and reserves		
Directly issued qualifying common stock or preferred stock mandatorily converted into common stock capital plus related capital surplus and retained earnings	¥ 8,537,060	¥ 8,607,026
of which: capital and capital surplus	3,638,100	3,638,044
of which: retained earnings	5,351,369	5,415,576
of which: treasury stock (deduction)	301,230	201,307
of which: cash dividends to be paid (deduction)	151,179	245,287
of which: other than those above	—	—
Accumulated other comprehensive income included in Core Capital	25,221	20,407
of which: foreign currency translation adjustments	(75,843)	(116,148)
of which: remeasurements of defined benefit plans	101,065	136,555
Subscription rights to common stock or preferred stock mandatorily converted into common stock	—	—
Adjusted non-controlling interests (amount allowed to be included in Core Capital)	943,145	921,756
Reserves included in Core Capital: instruments and reserves	899	205
of which: general reserve for possible loan losses	899	205
of which: eligible reserve	—	—
Eligible non-cumulative perpetual preferred stock subject to phase out arrangement included in Core Capital: instruments and reserves	—	—
Eligible capital instrument subject to phase out arrangement included in Core Capital: instruments and reserves	—	—
Capital instrument issued through the measures for strengthening capital by public institutions included in Core Capital: instruments and reserves	—	—
45% of revaluation reserve for land included in Core Capital: instruments and reserves	—	—
Non-controlling interests included in Core Capital subject to phase out arrangement	1,333,152	1,642,835
Core Capital: instruments and reserves (A)	10,839,480	11,192,230
Core Capital: regulatory adjustments		
Total intangible fixed assets (net of related tax liability, excluding those relating to mortgage servicing rights)	144,048	125,231
of which: goodwill (net of related tax liability, including those equivalent)	4,947	6,926
of which: other intangible fixed assets other than goodwill and mortgage servicing rights (net of related tax liability)	139,101	118,305
Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	—	—
Shortfall of eligible provisions to expected losses	—	—
Securitization gain on sale	—	—
Gains and losses due to changes in own credit risk on fair valued liabilities	—	—
Net defined benefit asset	51,803	52,740
Investments in own shares (excluding those reported in the Net Assets section)	—	—
Reciprocal cross-holdings in capital instruments issued by Other Financial Institutions for raising capital that are held by the Holding Company Group	—	—
Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation ("Other Financial Institutions"), net of eligible short positions, where the bank does not own more than 10% of the issued share capital ("Non-significant Investment") (amount above the 10% threshold)	—	—

(Millions of yen)

Item	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Amount exceeding the 10% threshold on specified items	—	—
of which: significant investments in the common stock of Other Financial Institutions, net of eligible short positions	—	—
of which: mortgage servicing rights	—	—
of which: deferred tax assets arising from temporary differences (net of related tax liability)	—	—
Amount exceeding the 15% threshold on specified items	—	—
of which: significant investments in the common stock of Other Financial Institutions, net of eligible short positions	—	—
of which: mortgage servicing rights	—	—
of which: deferred tax assets arising from temporary differences (net of related tax liability)	—	—
Core Capital: regulatory adjustments (B)	195,851	177,972
Total capital		
Total capital ((A) - (B)) (C)	10,643,628	11,014,257
Risk-weighted assets		
Credit risk-weighted assets	64,696,101	60,792,901
of which: total of items included in risk-weighted assets subject to transitional arrangements	—	—
of which: Other Financial Institutions Exposures	—	—
of which: other than those above	—	—
Market risk equivalent / 8%	—	—
Operational risk equivalent / 8%	2,291,026	2,678,331
Credit risk-weighted assets adjustments	—	—
Operational risk equivalent adjustments	—	—
Total amount of risk-weighted assets (D)	66,987,128	63,471,232
Capital adequacy ratio		
Capital adequacy ratio ((C) / (D))	15.88%	17.35%

Note 1: The consolidated capital adequacy ratio (domestic standard) is calculated in line with provisions of Article 52-25 of the Banking Act and on the basis of criteria for judging whether a bank holding company's capital adequacy ratio and that of its subsidiaries are appropriate in light of assets held (Financial Services Agency Notice No. 20, 2006, hereinafter referred to as Holding Company Capital Adequacy Ratio Notice). The data is calculated on a consolidated basis and according to the domestic standard.

Note 2: In accordance with Article 15, Paragraph 3 of the Holding Company Capital Adequacy Ratio Notice, Japan Post Insurance Co., Ltd. is not included in the scope of consolidation.

## Qualitative Disclosure

### 1. Scope of consolidation

(1) Differences and the causes of the relevant differences between companies belonging to the Japan Post Group that calculate the consolidated capital adequacy ratio in accordance with Article 15 of the Financial Service Agency's (FSA) Holding Company Capital Adequacy Ratio Notice and companies that are included in the scope of consolidation in accordance with Regulations for Consolidated Financial Statements. The Company calculates its consolidated capital adequacy ratio as follows. Pursuant to Article 52-25 of the Banking Act, Consolidated capital adequacy ratio is calculated its capital adequacy in accordance with the capital adequacy ratio measurement guidelines, FSA's Notice No. 20, March 27, 2006 (hereinafter referred to as Holding Company Capital Adequacy Ratio Notice), which requires the bank holding company to calculate its capital adequacy based on assessment of the assets of the bank holding company and its subsidiaries. Please refer to pages 115 through 116 for the names of principal subsidiaries. In accordance with Article 15, the Group is comprised of the following 216 companies (hereafter the "Group") for the purpose of the calculation of the consolidated capital ratio. In accordance with the provisions of Article 15, Paragraph 3 of the Holding Company Capital Adequacy Ratio Notice, Japan Post Insurance Co., Ltd., an insurance subsidiary, is not included in the scope of consolidation.

However, according to the Regulations of Consolidated Financial Statements, the scope of consolidation includes 217 companies, comprising 216 consolidated subsidiaries and Japan Post Insurance Co., Ltd., a Group company.

Further details on Japan Post Insurance Co., Ltd. are presented on pages 50 and 123 through 125.

(2) Number of consolidated subsidiaries and names and details of main business activities of principal consolidated subsidiaries within the Group

As mentioned previously, the Group is composed of the Company and 216 companies under the Holding Company Capital Adequacy Ratio Notice.

Principal consolidated subsidiaries are Japan Post Co., Ltd. and Japan Post Bank Co., Ltd. For details on business activities of the principal consolidated subsidiaries, refer to pages 41, 43, 45, 47, and 117 through 122 of this report.

(3) Number of affiliated corporations engaged in financial businesses subject to application of Article 21 of the Holding Company Capital Adequacy Ratio Notice, names of affiliated companies engaged in the relevant financial businesses, total amounts of assets and total amounts of net assets on the balance sheets and details of principal businesses

None

(4) Names of companies belonging to the Group that are not included in the scope of consolidation and companies not belonging to the Group that are included in the scope of consolidation, total amounts of assets and total amounts of net assets on the balance sheets and details of principal businesses

1) Companies belonging to the Group that are not included in the scope of consolidation

None

2) Companies not belonging to the Group that are included in the scope of consolidation

Japan Post Insurance Co., Ltd.

Refer to page 127 of this report for details on the total amount of assets and total amount of net assets for Japan Post Insurance Co., Ltd. and to page 50 of this report for details about the company's main business activities.

(5) Restrictions on transfer of funds and common stock among companies in the Holding Company Group

None

2. Overview of capital instruments (This entire amount or partial amount are referred to as capital instruments and included in basic items of Core Capital as calculated under Article 14 of Holding Company Capital Adequacy Ratio Notice.)

The Company raises capital through equity financing (issuance of common stock).

3. Overview of method for evaluating the level of capital adequacy for the Group

With regard to the current adequacy of capital, the consolidated capital adequacy ratio as of March 31, 2024 calculated in accordance with the Holding Company Capital Adequacy Ratio Notice was 15.88%. This level is substantially higher than the 4% capital adequacy ratio of the domestic standard. When calculating the consolidated capital adequacy ratio, the standardized approach is used for credit risk and the basic indicator approach is used for operational risk. A figure for market risk is not included.

Japan Post Bank holds most of the assets with risk exposure concerning risk categories for companies belonging to the holding company's group with regard to the Holding Company Capital Adequacy Ratio Notice. Consequently, the following section covers primarily risk management at Japan Post Bank.

As a bank holding company, Japan Post Holdings monitors the overall risk management framework at Japan Post Bank. In addition, the holding company supervises risk management for the entire Group in accordance with the Basic Policy for Group Risk Management. Please refer to "Japan Post Group Risk Management" on pages 96 through 97 for more information about risk management for the Japan Post Group.

4. Credit risk

(1) Summary of risk management policy and procedures

Credit risk is the risk of incurring a loss due to a decline in the value of assets (including off-balance-sheet assets), or total loss of value due to the deteriorating financial condition of an obligor or to other factors.

Japan Post Bank uses a statistical method called value at risk (VaR) to quantify credit risk exposure. Japan Post Bank monitors its credit risk limit amounts on an ongoing basis in order to ensure that VaR does not exceed allocated risk capital. Japan Post Bank also carries out stress testing to consider the possibility of credit risk due to large-scale economic fluctuations outside those in the VaR model.

Japan Post Bank sets credit limits for exposure for individual companies, corporate groups, and countries and areas and manages and monitors this exposure in order to control credit concentration risk.

To provide a system of checks and balances for credit risk management, Japan Post Bank has a Risk Management Department, positioned as a middle management unit, and a Credit Department, positioned as a credit control unit. Within the Bank's organization, these units are independent of front-office and back-office operations. The Risk Management Department oversees credit risk measurements, credit concentration risk management, internal credit rating systems and other activities associated with credit risks. The Credit Department is responsible for individual credit account management, including assigning internal credit ratings, monitoring borrowers, managing major loan accounts and screening prospective loan deals.

The Risk Management Committee, ALM Committee and Executive Committee hold discussions and reach decisions on matters concerning the establishment and operation of credit risk management programs and on credit risk management.

Moreover, Japan Post Bank conducts credit business with the basic principles of public welfare, financial soundness and profitability. The Bank establishes the credit code to underpin sound and appropriate credit business activities by all executives and employees, in which the Bank has defined in writing its basic philosophy, action guidelines and other items of credit business.

Reserve for possible loan losses is provided for in accordance with the write-off and provision standards from the "Practical Guidance for Checking Internal Controls for Self-Assessments of Assets by Banks and Other Financial Institutions and for Audits of Loans Written Off and Loan Loss Allowance Provisions" (Japanese Institute of Certified Public

Accountants (JICPA), Special Committee for Audits of Banks, etc., Report No. 4). In accordance with self-assessment standards for assets, all loans are categorized by marketing departments and then audited by independent credit assessment departments.

Moreover, Japan Post Bank continuously monitors individual obligor's ability to meet the financial obligations, their financial condition and other factors affecting their credit standing in order to check obligors' credit risk in a timely and suitable manner. Additionally, Japan Post Bank performs even more-strict monitoring of borrowers with business conditions requiring close attention, such as borrowers at risk of having their credit rating downgraded due to deteriorating business results and borrowers with a steep decline in their stock price.

(2) Portfolios where the standardized approach is applied

1) Qualified rating agencies, etc., used in making judgments on risk weights

When making judgments on risk weight, Japan Post Bank uses the credit ratings of four rating agencies and the Organisation for Economic Co-operation and Development (OECD). The four credit rating agencies are Rating and Investment Information, Inc. (R&I); Japan Credit Rating Agency, Ltd. (JCR); Moody's Investors Service, Inc. (Moody's); and S&P Global Ratings (S&P).

2) Qualified rating agencies, etc., used to determine risk weight for each category of exposure

Japan Post Bank uses the following qualified rating agencies for each of the following credit risk exposure categories.

In the case where multiple credit rating agencies provide ratings, the Bank selects the credit rating that yields the second smallest risk weight in accordance with Ministerial Notification of Capital Adequacy Ratio of the FSA's Notice No. 19, March 27, 2006, criteria on whether or not the adequacy of equity capital of a Bank is appropriate in light of the circumstances such as the assets owned by that Bank as stipulated by Article 14-2 of the Banking Act (hereinafter referred to as "Capital Adequacy Ratio Notice").

Exposure	Rating agencies	
Central governments and central banks	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P, OECD
Non-central government public-sector entities	R&I, JCR, Moody's, S&P	
Foreign non-central government public-sector entities	Moody's, S&P, OECD	
Multilateral Development Banks	Moody's, S&P	
Japan Finance Organization for Municipalities	R&I, JCR, Moody's, S&P	
Japanese government agencies	R&I, JCR, Moody's, S&P	
Three regional public corporations under Japanese local governments	R&I, JCR, Moody's, S&P	
Financial institutions and Type I Financial Instruments Business Operators	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P, OECD
Corporates	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P
Securitization transactions	R&I, JCR, Moody's, S&P	

5. Summary of risk management policy and procedures for credit risk mitigation methods

In calculating the capital adequacy ratio, Japan Post Bank applies "credit risk mitigation methods" prescribed in the Capital Adequacy Ratio Notice. These methods are used to incorporate the risk mitigation effects of collateral, guarantees and other items in the capital adequacy ratio. These methods include qualified financial collateral, the netting of loans and self deposits, and guaranties and credit derivatives.

- Types of qualified financial collateral  
Japan Post Bank accepts cash, self-deposits and securities as qualified financial collateral.

- Summary of policy and procedures for valuation and management of collateral

Japan Post Bank changed the method of applying eligible financial collateral from the "simplified method" to the "comprehensive method" as prescribed in the Capital Adequacy Ratio Notification as of March 31, 2022.

The Bank has established internal bank procedures to permit the timely disposal or acquisition of qualified financial collateral based on contracts concerning collateral as prescribed in loan agreements, etc.

- Summary of policy and procedures for offsetting loans and self-deposits and types and scope of applicable transactions

For the use of the netting of loans and self-deposits, as prescribed in the special terms for netting in the bank transaction agreement, etc., Japan Post Bank uses the remaining amount after netting loans and self-deposits as the amount of exposure for calculating the capital adequacy ratio.

As of the end of March 2024, Japan Post Bank was not using the off-setting of loans and self-deposits.

- Categories and credit standing of guarantors and major credit derivative counterparties

Principal guarantors at Japan Post Bank are the central governments, etc., to which lower risk weightings than the guaranteed obligations are applied.

Additionally, credit derivative counterparties are the financial institutions to which lower risk weightings than the reference obligations are applied.

- Summary of policy and procedures when using legally binding mutual netting contracts for derivative transactions and transactions with repurchase agreements and categories and scope of applicable transactions

Japan Post Bank considers the results of derivatives transactions, including interest swaps and currency swaps, for which it has concluded effective netting contracts in accordance with the legal systems of each country in which it carries out transactions

- Information concerning concentrations of credit risk and market risk associated with the use of credit risk mitigation methods

The principal credit risk mitigation methods of Japan Post Bank are qualified financial collateral that use cash and self-deposits and there is no concentration of credit risk and market risk.

6. Summary of risk management policy and procedures for counterparty risk concerning derivative transactions and transactions with long-term settlements

- (1) Policy on collateral security and reserve calculation, impact in the event of need for provision of additional collateral due to downturn in credit standing of Japan Post Bank

As required, Japan Post Bank enters into contracts for the mitigation of credit risk in which collateral is periodically submitted or received with the derivative transaction counterparty in order to cover rebuilding and other costs. Under the provision of these contracts, a decline in the financial condition of Japan Post Bank may require the provision of additional collateral to the counterparty. However, the Bank believes that the impact would be negligible.

The policy for calculating the allowance for derivative transaction losses is the same as for ordinary balance sheet assets.

- (2) Policy for credit limits and allocation of capital for risk exposure

When conducting derivative transactions, Japan Post Bank assigns obligor ratings to all counterparties and provides credit limits in accordance with the rating of each counterparty. These limits are monitored on a daily basis. In addition, the credit balance calculation method for credit risk management was changed from the current exposure method to SA-CCR as of March 31, 2022.

The allocation of capital for taking on risk for derivative transactions is almost the same as other transactions.

7. Securitization exposure

- (1) Summary of risk management policy and risk characteristics

As an investor, Japan Post Bank is exposed to risks associated with securitization. Just as with investments in other securities, for purchasing, the Bank provides credit limits based on obligor ratings assigned in accordance with the Bank's own thorough examination of underlying assets, the senior / subordinate rights structure, the nature of securitization scheme and other factors. Following a purchase, the Bank monitors any decline in the quality of and changes in the composition of the underlying assets as well as other factors. Also, credit risk with securitization exposure is included in the calculation of credit risk and interest rate risk is included in the calculation of market risk. In addition, the Bank is also aware of market liquidity risk and reports on the state of these risks to the Executive Committee and other bodies.

The procedure concerning re-securitization exposure is the same as for securitization exposure.

(2) Outline of the establishment and state of operation of a system prescribed by Article 226, Paragraph 1-1 to 1-4 of the Holding Company Capital Adequacy Ratio Notice (includes cases of application pursuant to Article 280-2, Paragraph 2) of the Holding Company Capital Adequacy Ratio Notice.

For securitization exposure risk, Japan Post Bank operates a structure that ascertains on a timely basis information concerning comprehensive risk characteristics and performance. Specifically, in addition to the Bank periodically reviewing obligor ratings in the event that a decline in the quality of or change in the structure of underlying assets has an impact on obligor ratings, the Bank provisionally reviews the obligor ratings.

The procedures concerning re-securitization exposure are the same as for securitization exposure.

(3) Policies on using securitization transactions as a credit risk mitigation method

Japan Post Bank does not use securitization transactions as a credit risk mitigation method.

(4) Name of method used to calculate amount of credit risk assets for securitization exposure

Japan Post Bank uses the External Ratings-Based Approach and Standard Approach prescribed in the Capital Adequacy Ratio Notice for calculating the amount of credit risk assets for securitization exposure.

(5) Name of method used for calculating an amount equivalent to market risk of securitization exposure

Not applicable

(6) Distinguishing types of conduits for securitization and whether the Group is exposed to risks associated with securitization from securitization transactions when using conduits for securitization in executing securitization transactions for third-party assets

The Japan Post Group does not use conduits for securitization to execute securitization transactions involving third-party assets.

(7) Among the Group's subsidiaries (excluding consolidated subsidiaries, etc.) and affiliate companies, names of those companies exposed to risk associated with securitization transactions carried out by the Group (including securitization transactions using conduits for securitization)

Not applicable

(8) Accounting policy on securitized transactions

For the recognition, valuation and accounting treatment of origination and extinguishment of financial assets and liabilities associated with securitized transactions, Japan Post Bank applies ASBJ Statement No. 10 "Accounting Standard for Financial Instruments" (January 22, 1999, Business Accounting Council).

(9) Name of qualified rating agencies used in making judgments on risk weight for securitization exposure by category

Japan Post Bank uses the ratings of the following credit rating agencies for the calculation of credit risk assets for securitization exposure:

Rating and Investment Information, Inc. (R&I)

Japan Credit Rating Agency, Ltd. (JCR)

Moody's Investors Service, Inc. (Moody's)

S&P Global Ratings (S&P)

## 8. Operational risk

(1) Summary of risk management policy and procedures

The Japan Post Group defines operational risk as the risk of incurring losses caused by inappropriate activity involving business processes, the activities of executives and employees or computer systems, or by external events.

Japan Post Bank has seven categories of operational risk: processing risk, IT system risk, information assets risk, legal risk, human resources risk, tangible assets risk and reputational risk.

Japan Post Bank identifies, assesses, controls, monitors and mitigates risk for each risk category to manage operational risk and to maintain the soundness of their operations. To manage risk, Japan Post Bank identifies risks associated with business operations and evaluates these risks based on the frequency of their occurrence and the scale of their impact on operations. The Bank provides controls in accordance with the importance of each risk, monitors these risks and takes actions as required.

In addition, Japan Post Bank prepares a list of operational risks associated with business processes, products, computer systems and other items. The Bank periodically uses a Risk & Control Self Assessment (RCSA) process to determine the effectiveness of management systems aimed at reducing exposure to these risks. Based on the results of RCSA, for areas in which it is recognized that risk management needs to be improved and areas that risk management especially needs to be reinforced, improvement plans are formulated and improvement plans for reducing risk are discussed and formulated.

Japan Post Bank is making preparations for using systems to report actualized events such as clerical accidents or system problems. The content of the reports analyzes the causes and tendencies of clerical accidents, system problems and other matters and is used as basic data for taking effective countermeasures.

(2) The name of method used for the calculation of an amount equivalent to operational risk

Japan Post Bank uses the "basic indicator approach" with regard to the calculation of an amount equivalent to operational risk.

9. Summary of risk management policy and procedures for investments, shares and other exposure

Japan Post Bank, which is a company engaged in the banking business that belongs to the Group as prescribed in the Holding Company Capital Adequacy Ratio Notice, monitors and manages exposure to investments, stock, and other assets as owned by the Bank in the banking account based on the framework of market risk management and credit risk management. It does so by establishing market risk limits and loss limits so that the amount of market risk does not exceed the amount of capital allocated for market risk, based on the Bank's equity and other resources.

10. Interest rate risk

(1) Summary of risk management policy and procedures

Interest rate risk in the banking book (IRRBB) is the risk of incurring a loss due to a change in the value of assets and liabilities (including off-balance-sheet assets and liabilities) or the risk of incurring a loss due to changes in earnings generated from assets and liabilities due to changes in interest rates.

As part of its monitoring of interest rate risk in the banking book, Japan Post Bank measures interest rate sensitivity (10BPV) daily and also measures  $\Delta$ EVE (measured as such an amount of decline in economic value of equity in relation to an interest rate shock as may be calculated on the basis of interest rate shocks as prescribed by the Capital Adequacy Ratio Notification) and  $\Delta$ NII (measured as such an amount of decline in interest income over the measurement period (the period of 12 months from the reference date of calculation) in relation to an interest rate shock as may be calculated on the basis of interest rate shocks as prescribed by the Capital Adequacy Ratio Notification) monthly to evaluate a level of capital adequacy.

(2) Summary of method for calculating interest rate risk for internal management

The main assumptions for calculation of interest rate risk ( $\Delta$ EVE and  $\Delta$ NII) in the banking book of Japan Post Bank Co., Ltd. are as follows.

- The Bank applies an internal model for estimating outstanding balances and allocating to settlement dates of liquid deposits that will remain on deposit in the Bank for a long term without being withdrawn (so-called core deposits). The average maturity for interest rate revisions is 3.7 years and the longest maturity for interest rate revisions is 10 years.
- Interest rate risk relating to TEIGAKU deposits is calculated based on an estimated future cash flow using an internal model.  $\Delta$ NII is the simple sum of  $\Delta$ NII measured for each currency.
- For aggregating multiple currencies, the  $\Delta$ EVE calculated for each currency consisting of the Japanese yen, U.S. dollar, euro, pound and Australian dollar is aggregated factoring in cross-currency correlations. For other currencies, calculation is performed based on the simple addition of just those positive currencies from among the  $\Delta$ EVE calculated for each currency.
- Spread levels are included in discounted interest rates and cash flows.

## Quantitative Disclosure

1. Among subsidiaries that are Other Financial Institutions (referred to as Other Financial Institutions as prescribed under Article 18, Paragraph 6-1 of Holding Company Capital Adequacy Ratio Notice), names of the companies with shortage in the regulatory required capital and the total amounts of the regulatory required capital shortfall  
None

2. Capital adequacy

(1) Amount of required capital for credit risk (On-balance-sheet items)

(Millions of yen)

Item	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
1 Cash	¥ —	¥ —
2 Japanese government and the Bank of Japan	—	—
3 Foreign central governments and central banks	4,511	6,820
4 Bank for International Settlements, etc.	—	—
5 Non-central government public-sector entities	—	—
6 Foreign non-central government public-sector entities	6,394	6,636
7 Multilateral Development Banks	—	—
8 Japan Finance Organization for Municipalities	2,473	2,480
9 Japanese government agencies	8,005	8,956
10 Three regional public corporations under Japanese local governments	516	526
11 Financial Institutions and Type I Financial Instruments Business Operators	72,827	79,992
12 Corporates	297,551	273,224
13 Small and medium-sized enterprises and individuals	2	2
14 Mortgage loans	—	—
15 Project finance (acquisition of real estate)	204	204
16 Past-due loans (three months or more)	62	92
17 Outstanding drafts	—	—
18 Loans guaranteed by Credit Guarantee Corporation, etc.	—	—
19 Loans guaranteed by the Regional Economy Vitalization Corporation of Japan (REVIC), etc.	—	—
20 Investments in capital and others	12,318	23,868
of which: exposure to investments	12,318	23,868
of which: exposure to significant investments	—	—
21 Other than above	233,329	193,966
of which: exposure to capital instruments other than those corresponding to subject common shares among capital instruments of Other Financial Institutions as well as other external TLAC-related instruments	17,536	17,677
of which: exposure related to portions not included in adjustment items among specified items	89,343	49,539
of which: exposure related to other external TLAC instruments associated with other financial institutions holding more than 10% of the voting rights for all shareholders	—	—
of which: exposure related to the portion exceeding the 5% criteria amount associated with other external TLAC-related instruments among other external TLAC instruments associated with other financial institutions not holding more than 10% of the voting rights for all shareholders	—	—
of which: other exposure	126,449	126,749
22 Securitization transactions	29,719	24,057
of which: STC requirements are applied	—	—
of which: non-STC requirements are applied	29,719	24,057
23 Re-securitization transactions	19	22
24 Exposure to which deemed calculation of risk weight is applied	1,875,870	1,774,505
25 Amount of items included in risk-weighted assets through transitional arrangements	—	—
26 Amount of items not included in risk-weighted assets through transitional arrangements pertaining to exposure concerning capital instruments of Other Financial Institutions	—	—
Total	¥ 2,543,805	¥ 2,395,355

Note: Required capital is calculated using the following formula:  
Credit risk-weighted assets × 4%

(2) Amount of required capital for credit risk (Off-balance-sheet items)

(Millions of yen)

Item	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
1 Commitment lines that can be cancelled automatically or unconditionally at any time	¥ —	¥ —
2 Commitment lines with original contracts of one year or less	37	37
3 Short-term trade contingent liabilities	—	—
4 Contingent liabilities arising from specific transactions	—	—
of which: principal reimbursement trust deeds with restructuring	—	—
5 NIF or RUF	—	—
6 Commitment lines with an original duration of one year or longer	497	448
7 Contingent liabilities arising from directly substituted credit	6,599	8,834
of which: secured with loan guarantees	—	—
of which: secured with securities	—	—
of which: secured with drafts	—	—
of which: principal reimbursement trust deeds without restructuring	—	—
of which: secured with credit derivative protection	4,859	6,914
8 Assets sold with repurchase agreements or assets sold with right of claim (after deductions)	—	—
Assets sold with repurchase agreements or assets sold with right of claim (before deductions)	—	—
Deduction	—	—
9 Futures bought, forward delivery deposits, partially subscribed equity shares, partially subscribed bonds	—	—
10 Securities lending, cash or securities collateral, or sale of securities with repurchase agreement or purchase with resale agreement	26,707	23,064
11 Derivative transactions and long-term settlements transactions	3,715	1,266
Current exposure method	1	3
Derivative transactions	1	3
Foreign exchange related transactions	1	3
Interest rate related transactions	0	—
Gold related transactions	—	—
Equity security related transactions	—	—
Precious metal related transactions (excluding gold)	—	—
Other commodity related transactions	—	—
Credit derivative transactions (counterparty risk)	—	—
Netting effect on credit equivalent amount under close-out netting agreement (deduction)	—	—
Long-term settlements transactions	—	—
SA-CCR	3,713	1,262
Derivative transactions	3,711	1,262
Long-term settlements transactions	1	0
12 Outstanding transaction	—	—
13 The unexecuted portion of a credit facility for qualified servicer cash advance pertaining to securitization exposure	—	—
14 Off-balance-sheet securitization exposure other than the above	—	—
Total	¥ 37,556	¥ 33,651

Note 1: Required capital is calculated using the following formula:

Credit risk-weighted assets × 4%

Note 2: Japan Post Bank Co., Ltd. applies the SA-CCR as the credit equivalent calculation method for derivative transactions and long-term settlements transactions. Other credit equivalent amounts are calculated using the current exposure method.

## (3) Total amount of consolidated required capital

(Millions of yen)

Item	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Total amount of consolidated required capital	¥ 2,679,485	¥ 2,538,849
Amount of required capital for credit risk	711,973	657,210
Portfolios where the standardized approach is applied	675,753	630,421
Securitization exposure	29,738	24,079
CVA risk equivalent amount	5,570	1,898
Central counterparty risk exposure	912	810
Amount of required capital for credit risk pertaining to exposure for which deemed calculation of risk weight is applied	1,875,870	1,774,505
Amount of required capital for market risk equivalent amount	—	—
Amount of required capital for operational risk equivalent amount	91,641	107,133
Basic indicator approach	91,641	107,133

Note 1: The total amount of consolidated required capital is the denominator of the consolidated capital adequacy ratio x 4%.

Note 2: The amount of required capital for credit risk is the amount of credit risk assets x 4%.

Note 3: The amount of required capital for operational risk equivalent amount is operational risk equivalent amount divided by 8% x 4%.

### 3. Credit risk

#### (1) Credit risk exposure by region, industry and customer

(Millions of yen)

Counterparts		2024 (As of March 31, 2024)				
		Loans and deposits	Securities	Derivatives	Others	Total
Domestic	Sovereigns	¥ 68,487,547	¥ 58,628,765	¥ —	¥ 112,513	¥ 127,228,825
	Financial institutions	5,263,566	11,357,713	448,409	26,653	17,096,343
	Corporates	577,959	6,258,575	—	370,014	7,206,549
	Small and medium-sized enterprises and individuals	—	—	—	111	111
	Others	2,366,368	8,490,288	73,057	3,256,612	14,186,327
	Domestic total	76,695,441	84,735,343	521,467	3,765,905	165,718,157
Overseas total		83,994	12,469	176	262,426	359,066
Investment trust, etc.		6,190,493	57,189,419	—	—	63,379,913
Total		¥ 82,969,929	¥ 141,937,232	¥ 521,643	¥ 4,028,331	¥ 229,457,137

(Millions of yen)

Counterparts		2023 (As of March 31, 2023)				
		Loans and deposits	Securities	Derivatives	Others	Total
Domestic	Sovereigns	¥ 77,543,487	¥ 52,816,698	¥ —	¥ 119,294	¥ 130,479,480
	Financial institutions	5,593,733	11,416,634	168,710	48,926	17,228,004
	Corporates	563,120	6,586,786	—	319,628	7,469,535
	Small and medium-sized enterprises and individuals	—	—	—	140	140
	Others	2,425,288	7,269,507	51,674	3,266,367	13,012,837
	Domestic total	86,125,629	78,089,626	220,384	3,754,357	168,189,997
Overseas total		85,784	12,325	385	166,474	264,970
Investment trust, etc.		6,126,443	52,820,289	—	—	58,946,733
Total		¥ 92,337,857	¥ 130,922,241	¥ 220,770	¥ 3,920,832	¥ 227,401,701

Note 1: All subsidiaries other than Japan Post Bank Co., Ltd. do not engage in loan operations, in principle, and therefore do not categorize credit by industry sector. Accordingly, a breakdown by customer is presented in the above table.

Note 2: "Domestic" and "Overseas" refer to the domicile of the main branch (Head Office).

Note 3: "Loans and deposits" include loans and bills discounted, due from banks, call loans and off-balance-sheet assets, etc., other than derivatives.

Note 4: "Securities" include Japanese government bonds, local government bonds, corporate bonds, etc.

Note 5: "Derivatives" include forward interest rate swaps and currency swaps, etc.

Note 6: "Sovereigns" include central governments, central banks, local governments, etc.

Note 7: "Financial institutions" include the Multilateral Development Banks, Bank for International Settlements, etc., Japan Finance Organization for Municipalities and Financial Institutions and Type I Financial Instruments Business Operators.

Note 8: "Corporates" include Foreign public-sector entities other than central governments, Japanese government agencies, three regional public corporations under Japanese local governments and corporations, etc.

Note 9: The exposure amount includes balances before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.

Note 10: Investment trusts and other funds are recorded in investment trust, etc.

## (2) Credit risk exposure by maturity

(Millions of yen)

Remaining period	2024 (As of March 31, 2024)				
	Loans and deposits	Securities	Derivatives	Others	Total
1 year or less	¥ 14,873,941	¥ 16,601,318	¥ 15,844	¥ 537,377	¥ 32,028,481
Over 1 year to 3 years	847,957	16,986,023	149,598	—	17,983,578
Over 3 years to 5 years	585,589	11,418,621	258,166	30	12,262,408
Over 5 years to 7 years	368,688	5,936,988	24,820	—	6,330,496
Over 7 years to 10 years	344,749	8,428,977	49,877	—	8,823,605
Over 10 years	761,058	24,365,057	23,336	—	25,149,452
No due date or perpetual	58,997,451	1,010,826	—	3,490,924	63,499,201
Investment trust, etc.	6,190,493	57,189,419	—	—	63,379,913
Total	¥ 82,969,929	¥ 141,937,232	¥ 521,643	¥ 4,028,331	¥ 229,457,137

(Millions of yen)

Remaining period	2023 (As of March 31, 2023)				
	Loans and deposits	Securities	Derivatives	Others	Total
1 year or less	¥ 13,919,794	¥ 12,879,820	¥ 7,112	¥ 422,958	¥ 27,229,686
Over 1 year to 3 years	738,020	19,912,778	42,199	—	20,692,999
Over 3 years to 5 years	560,811	11,770,487	96,490	35	12,427,825
Over 5 years to 7 years	343,131	6,103,656	1,210	—	6,447,998
Over 7 years to 10 years	457,389	4,673,719	25,029	—	5,156,138
Over 10 years	801,230	21,846,876	48,728	—	22,696,835
No due date or perpetual	69,391,035	914,612	—	3,497,837	73,803,485
Investment trust, etc.	6,126,443	52,820,289	—	—	58,946,733
Total	¥ 92,337,857	¥ 130,922,241	¥ 220,770	¥ 3,920,832	¥ 227,401,701

Note 1: "Loans and deposits" include loans and bills discounted, due from banks, call loans and off-balance-sheet assets, etc., other than derivatives.

Note 2: "Securities" include Japanese government bonds, local government bonds, corporate bonds, etc.

Note 3: "Derivatives" include forward interest rate swaps and currency swaps, etc.

Note 4: The exposure amount includes balances before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.

Note 5: Investment trusts and other funds are recorded in investment trust, etc.

## (3) Past-due loans for three months or more exposure by region, industry and customer

(Millions of yen)

Counterparts		2024 (As of March 31, 2024)					2023 (As of March 31, 2023)				
		Loans and deposits	Securities	Derivatives	Others	Total	Loans and deposits	Securities	Derivatives	Others	Total
Domestic	Sovereigns	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —
	Financial institutions	—	—	—	—	—	—	—	—	—	—
	Corporates	—	—	—	0	0	—	—	—	5	5
	Small and medium-sized enterprises and individuals	—	—	—	38	38	—	—	—	61	61
	Others	—	—	—	2,237	2,237	—	—	—	3,639	3,639
	Domestic total	—	—	—	2,276	2,276	—	—	—	3,707	3,707
Overseas total		—	—	—	—	—	—	—	—	—	—
Investment trust, etc.		—	—	—	—	—	—	—	—	—	—
Total		¥ —	¥ —	¥ —	¥ 2,276	¥ 2,276	¥ —	¥ —	¥ —	¥ 3,707	¥ 3,707

Note 1: "Past-due loans for three months or more" means the payment of principal or interest is past due three months or more from the day following the scheduled payment date.

Note 2: "Domestic" and "Overseas" refer to the domicile of the main branch (Head Office).

Note 3: "Loans and deposits" include loans and bills discounted, due from banks, call loans and off-balance-sheet assets, etc., other than derivatives.

Note 4: "Securities" include Japanese government bonds, local government bonds, corporate bonds, etc.

Note 5: "Derivatives" include forward interest rate swaps and currency swaps, etc.

Note 6: "Sovereigns" include central governments, central banks, local governments, etc.

Note 7: "Financial institutions" include the Multilateral Development Banks, Bank for International Settlements, etc., Japan Finance Organization for Municipalities and Financial Institutions and Type I Financial Instruments Business Operators.

Note 8: "Corporates" include Foreign public-sector entities other than central governments, Japanese government agencies, three regional public corporations under Japanese local governments and corporations, etc.

Note 9: Exposures of certain subsidiaries are included in "Others" (exposure) under "Others" (counterparts).

Note 10: The exposure amount includes balances before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.

Note 11: Investment trusts and other funds are recorded in investment trust, etc.

## (4) Year-end balances and changes during the period of general reserve for possible loan losses, specific reserve for possible loan losses and loan loss reserve for specific overseas countries

## Year-end balance

(Millions of yen)

	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
General reserve for possible loan losses	¥ 174	¥ 161
Specific reserve for possible loan losses	0	—
Loan loss reserve for specific overseas countries	—	—

## Change during the period

(Millions of yen)

	2024 (From April 1, 2023 to March 31, 2024)	2023 (From April 1, 2022 to March 31, 2023)
General reserve for possible loan losses	¥ 12	¥ (10)
Specific reserve for possible loan losses	0	(0)
Loan loss reserve for specific overseas countries	—	—

Note 1: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

Note 2: General reserve for loan losses is not classified by region, industry and customer.

## • Year-end balances and changes during the period of specific reserve for possible loan losses by region and industry

## By region

(Millions of yen)

	2024 (From April 1, 2023 to March 31, 2024)	2024 (As of March 31, 2024)	2023 (From April 1, 2022 to March 31, 2023)	2023 (As of March 31, 2023)
	Change during the period	Year-end balance	Change during the period	Year-end balance
Domestic	0	0	(0)	0
Overseas	—	—	—	—
Total	0	0	(0)	0

Note: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

## By industry

(Millions of yen)

	2024 (From April 1, 2023 to March 31, 2024)	2024 (As of March 31, 2024)	2023 (From April 1, 2022 to March 31, 2023)	2023 (As of March 31, 2023)
	Change during the period	Year-end balance	Change during the period	Year-end balance
Agriculture, forestry, fisheries, mining	—	—	—	—
Manufacturing	—	—	—	—
Utilities, Information/communications, transportation	—	—	—	—
Wholesale, retail	—	—	—	—
Finance and Insurance	—	—	—	—
Construction, real estate	—	—	—	—
Services, goods rental/leasing	—	—	—	—
Sovereigns	—	—	—	—
Others	0	0	(0)	0
Total	0	0	(0)	0

Note: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

## (5) The amount of write-off of loans by industry and customer

(Millions of yen)

	2024 (From April 1, 2023 to March 31, 2024)	2023 (From April 1, 2022 to March 31, 2023)
Agriculture, forestry, fisheries, mining	—	—
Manufacturing	—	—
Utilities, Information/communications, transportation	—	—
Wholesale, retail	—	—
Finance and Insurance	—	—
Construction, real estate	—	—
Services, goods rental/leasing	—	—
Sovereigns	—	—
Others	5	1
Total	5	1

## (6) Amount of exposure by risk weight category

(Millions of yen)

Risk weight	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Rated	Not rated	Rated	Not rated
0%	¥ 121,296,220	¥ 8,446,292	¥ 124,196,836	¥ 8,525,877
2%	—	424,775	—	684,204
4%	—	—	—	—
10%	237,919	2,584,770	212,929	2,852,002
20%	17,620,841	81,993	17,282,358	69,357
35%	—	—	—	—
50%	7,655,528	2,103	7,106,627	3,519
75%	—	73	—	78
100%	2,232,675	4,337,716	2,240,444	4,507,929
150%	166	171	178	186
250%	49,479	1,019,321	50,893	621,273
1,250%	—	—	—	—
Others	—	87,173	—	100,272
Investment trust, etc.	—	63,379,913	—	58,946,733
Total	¥ 149,092,832	¥ 80,364,305	¥ 151,090,267	¥ 76,311,434

Note 1: Ratings are used for those rated by qualified rating agencies in principle.

Note 2: The exposure amount includes balances before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.

Note 3: Regarding assets to which the Company applied transitional arrangements, the Company records these assets in risk-weighted categories in case of that transitional arrangements are not applied.

Note 4: The "Others" item represents clearing funds contributed to qualifying central counterparties.

Note 5: Investment trusts and other funds are recorded in investment trust, etc. The weighted average of risk weights was 73.99% as of March 31, 2024 (compared with 75.26% as of March 31, 2023)

#### 4. Credit risk mitigation methods

Exposure amount to which credit risk mitigation methods are applied

(Millions of yen)

Item	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Exposure amount	Composition ratio	Exposure amount	Composition ratio
Eligible financial collateral	¥ 36,517,098	92.56%	¥ 30,709,264	91.80%
Guarantees and credit derivatives	2,934,279	7.43%	2,742,714	8.20%
Total	¥ 39,451,378	100.00%	¥ 33,451,978	100.00%

Note 1: Japan Post Bank accepts cash, self-deposits and securities as eligible financial collateral.

Note 2: Principal guarantors are central governments, etc., to which lower risk weight than the guaranteed obligations are applied.

Note 3: Credit derivative counterparties are the financial institutions to which lower risk weightings than the reference obligations are applied.

Note 4: The exposure included in investment trusts and other funds are not included herein.

#### 5. Derivative transactions and long-term settlements transactions

Derivative transactions and long-term settlements transactions

(Millions of yen)

Item	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Amount for which the current exposure method has been applied		
Aggregate sum of amounts of gross reconstruction costs	¥ —	¥ 232
Aggregate sum of gross add-on amounts	215	224
Gross credit equivalents	215	456
Foreign exchange related transactions	215	456
Interest rate related transactions	—	—
Stock related transactions	—	—
Credit derivative transactions (counterparty risk)	—	—
Long-term settlements transactions	—	—
Reduction in credit equivalents through netting (deduction)	—	—
Net credit equivalents (before taking into account the effect of credit risk reduction by collateral)	215	456
Amount of SA-CCR to be applied		
Collateral amount received	64,486	49,946
Marketable securities	64,486	27,289
Cash	—	22,657
Collateral amount pledged	2,556,542	823,199
Marketable securities	776,119	288,488
Cash	1,780,423	534,711
Net credit equivalents (after consideration of effectiveness of risks mitigated by collateral)	521,653	220,380
Net credit equivalents (current exposure method and SA-CCR)	¥ 521,868	¥ 220,837

Note 1: Japan Post Bank Co., Ltd. applies the SA-CCR as the credit equivalent calculation method.

Other credit equivalent amounts are calculated using the current exposure method.

Note 2: Regarding derivative transactions and transactions with long-term settlements, only those transactions requiring the calculation of credit equivalents are included.

Note 3: Derivative transactions and transactions with long-term settlements included in investment trusts and other funds are not included herein.

Note 4: Limited to transactions on which gross reconstruction costs are not less than zero.

Note 5: There is no treatment of either credit derivatives used in the credit equivalent calculation or credit derivatives used to take into account the effect of credit risk reduction methods.

## 6. Securitization exposure

Securitization exposure in which the Group invests:

(1) Securitization exposure and breakdown by type of main underlying assets (excluding re-securitization exposure)

(Millions of yen)

Type of underlying assets	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Balance	Required capital	Balance	Required capital
Mortgage loans	¥ 237,733	¥ 248,271	¥ 237,733	¥ 248,271
Auto loans	220,955	219,343	220,955	219,343
Leases	5,019	3,967	5,019	3,967
Accounts receivable	99,088	64,861	99,088	64,861
Corporate loans	3,172,284	2,489,111	3,172,284	2,489,111
Others	—	—	—	—
Total	¥ 3,735,079	¥ 3,025,555	¥ 3,735,079	¥ 3,025,555

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

(3) Balance by risk weight of securitization exposure and amount of required capital (excluding re-securitization exposure)

(Millions of yen)

Risk weight	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Balance	Required capital	Balance	Required capital
15% or more and 20% or less	¥ 3,735,079	¥ 29,719	¥ 3,025,555	¥ 24,057
Over 20% and 45% or less	—	—	—	—
Over 45% and 70% or less	—	—	—	—
Over 70% and 140% or less	—	—	—	—
Over 140% and 225% or less	—	—	—	—
Over 225% and 420% or less	—	—	—	—
Over 420% and less than 1,250%	—	—	—	—
1,250%	—	—	—	—
Total	¥ 3,735,079	¥ 29,719	¥ 3,025,555	¥ 24,057

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

Note 3: Required capital is the amount of credit risk assets × 4%.

## 7. Market risk

Not applicable since the Group, based on Article 16 of Holding Company Capital Adequacy Ratio Notice, does not include the amount of market risk equivalent in the calculation formulae prescribed under Article 14 of the Notice.

## 8. Equity exposure

(1) Amount carried on the consolidated balance sheet and fair value

(Millions of yen)

	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Amount carried on the consolidated balance sheet	Fair value	Amount carried on the consolidated balance sheet	Fair value
Listed equities exposure <sup>(Note 1)</sup>	¥ 1,637	1,637	¥ —	—
Investment or equities exposure not corresponding to listed equities exposure <sup>(Note 2)</sup>	29,870		35,056	
Total	¥ 31,508		¥ 35,056	

Note 1: Shares with market quotations are listed.

Note 2: Shares without market prices are listed.

Note 3: Shares held by the Bank's subsidiaries and their subsidiaries are listed. The exposure included in investment trusts and other funds are not included herein. The same applies to the following.

(2) Re-securitization exposure and breakdown by type of main underlying assets

(Millions of yen)

Type of underlying assets	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Balance	Required capital	Balance	Required capital
Mortgage loans	¥ 483	¥ 561	¥ 483	¥ 561
Auto loans	—	—	—	—
Leases	—	—	—	—
Accounts receivable	—	—	—	—
Corporate loans	—	—	—	—
Others	—	—	—	—
Total	¥ 483	¥ 561	¥ 483	¥ 561

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes re-securitization exposure included in investment trust, etc.

(4) Balance by risk weight of re-securitization exposure and amount of required capital

(Millions of yen)

Risk weight	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
	Balance	Required capital	Balance	Required capital
100%	¥ 483	¥ 19	¥ 561	¥ 22
Over 100% and less than 1,250%	—	—	—	—
1,250%	—	—	—	—
Total	¥ 483	¥ 19	¥ 561	¥ 22

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes re-securitization exposure included in investment trust, etc.

Note 3: There are no credit risk mitigation methods applied to re-securitization exposures.

Note 4: Required capital is the amount of credit risk assets × 4%.

## (2) Gains and losses on sale or write-off of investment or equity exposures

(Millions of yen)

	2024 (From April 1, 2023 to March 31, 2024)	2023 (From April 1, 2022 to March 31, 2023)
Gains / Losses	¥(3,963)	¥(1,208)
Gains	283	362
Losses	—	—
Write-off	¥ 4,247	¥ 1,570

Note: Gains and losses on the sale of stock are listed in the Consolidated Statements of Income.

## (3) Amounts of valuation gains and losses recognized on the Consolidated Balance Sheet not recognized on the Consolidated Statements of Income

(Millions of yen)

	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Amounts of valuation gains and losses recognized on the Consolidated Balance Sheet not recognized on the Consolidated Statements of Income	¥ 131	—

Note: Shares with market quotations are listed.

## (4) Amounts of valuation gains and losses not recognized on the Consolidated Balance Sheet and the Consolidated Statements of Income

(Millions of yen)

	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
Amounts of valuation gains and losses not recognized on the Consolidated Balance Sheet and the Consolidated Statements of Income	—	—

Note: Shares with market quotations of affiliated companies are listed.

## 9. Balance and amount of required capital by each exposure calculation method for which deemed calculation of risk weight is applied

(Millions of yen)

Calculation method	Risk weight	2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
		Balance	Required capital	Balance	Required capital
Look-through approach (LTA)	—	¥ 63,309,144	¥ 1,845,484	¥ 58,753,172	¥ 1,737,039
Mandate-based approach (MBA)	—	—	—	—	—
Probability approach	250%	12,495	1,249	139,584	13,958
	400%	—	—	10,237	1,638
Fall-back approach (FBA)	1,250%	58,273	29,136	43,739	21,869
Total		¥ 63,379,913	¥ 1,875,870	¥ 58,946,733	¥ 1,774,505

Note 1: The amount of required capital is the amount of credit risk-weighted assets x 4%.

Note 2: Risk weight is as prescribed in the Capital Adequacy Ratio Notification.

Note 3: Look-through approach (LTA) is as stipulated in 54-5-2 of the Capital Adequacy Ratio Notification.

Note 4: Mandate-based approach (MBA) is as stipulated in 54-5-6 of the Capital Adequacy Ratio Notification.

Note 5: The probability approach is as stipulated in 54-5-9 of the Capital Adequacy Ratio Notification.

Note 6: Fall-back approach (FBA) is as stipulated in 54-5-10 of the Capital Adequacy Ratio Notification.

## 10. Interest rate risk

(Millions of yen)

Interest rate risk		(A)	(B)	(C)	(D)
Item number		ΔEVE		ΔNII	
		2024 (As of March 31, 2024)	2023 (As of March 31, 2023)	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
1	Upward parallel shift	¥ 919,536	¥ 685,309	¥ 191,415	¥ 295,311
2	Downward parallel shift	2,220	536,094	18,656	(107,442)
3	Steepening	980,503	753,119		
4	Flattening				
5	Rise in short-term interest rates				
6	Decrease in short-term interest rates				
7	Maximum value	¥ 980,503	¥ 753,119	¥ 191,415	¥ 295,311
		(E)		(F)	
		2024 (As of March 31, 2024)		2023 (As of March 31, 2023)	
8	Amount of equity	¥ 10,643,628		¥ 11,014,257	

Note 1: Decreased economic value and interest income are shown as positive values.

Note 2: Key assumptions for ΔEVE and ΔNII calculations are as follows:

- The Bank has applied an internal model to allocate the estimated balance and termination dates of liquid deposits that have remained on deposit in the Bank for a long term without being withdrawn, (so-called "core deposits"). The average repricing maturities of liquid deposits are 3.1 years. The longest repricing maturities are 10 years.
- Interest rate risk relating to TEIGAKU deposits is calculated based on an estimated future cash flow using an internal model.
- The Bank aggregates ΔEVE of JPY, USD, EUR, GBP, and AUD taking into account the correlation between each different currency. On the other hand, the Bank adds only positive ΔEVE of the other currencies. ΔNII is the simple sum of ΔNII measured for each currency.
- Spread levels are included in discount rates and cash flows.

Note 3: The Bank confirms that it has secured sufficient capital to counter measured interest rate risk.

Note 4: According to the "Comprehensive Guidelines for Supervision of Major Banks, etc." prescribed by the Financial Services Agency (FSA), "Because JAPAN POST BANK is obligated legally to hold a portion of its assets in JGBs and other "safe" assets, the FSA takes this special information into consideration in its oversight of the Bank in terms of the application of the materiality test."

Note 5: Regarding interest rate risks, the assets of consolidated subsidiaries are insignificant, and Japan Post Bank's non-consolidated figures are shown excluding the amount of equity capital.

## Compensation, etc., Subject to Disclosure

### 1. Matters concerning the establishment of an organizational system for subject executives and employees of the Company (Group)

#### (1) Scope of subject executives and employees

The following describes the scope of "subject executives" and "subject employees" (collectively referred to as "subject executives and employees") who are subject to disclosure as persons having a significant impact on the operation of the banking business and state of assets as prescribed by the notification (Japan Financial Services Agency Notification No. 21 of March 29, 2012) for deciding matters determined separately by the Commissioner of the Financial Services Agency as an item concerning compensation based on provisions of the Ordinance for Enforcement of the Banking Act, Article 19-2, Paragraph 1-6.

##### 1) Scope of "subject executives"

Subject executives are the Company's directors and executive officers. Outside directors are excluded.

##### 2) Scope of "subject employees"

Among Company executives (other than subject executives) and employees as well as executives and employees of subsidiaries, those "persons receiving high amounts of compensation" and who have a significant impact on the management of business operations and the state of assets of the Company or its principal subsidiaries are deemed "subject employees" who are subject to disclosure.

##### (a) Scope of "principal consolidated subsidiaries"

Principal consolidated subsidiaries are consolidated subsidiaries that have a significant impact on Group management. Specifically, the three business subsidiaries are in this category.

##### (b) Scope of "persons receiving high amounts of compensation"

"Persons receiving high amounts of compensation" are those persons receiving compensation exceeding standard amounts from the Company and its principal consolidated subsidiaries. The Company has set the Group standard amount at ¥30 million. The relevant standard amount is set based on the average basic compensation (excludes persons who assume positions or retire from positions during the term in each fiscal year) for the past three years for executives of the Company and Japan Post Bank and this serves as a common standard amount for the Group. However, because there are no large differences in compensation systems and levels for the Company's principal consolidated subsidiaries, these are also applied in common at principal consolidated subsidiaries.

##### (c) Scope of "persons having a significant impact on the management of the Group's business or the state of its assets"

"Persons having a significant impact on the management of the Group's business or the state of its assets" refers to persons who engage in regular business transactions and manage matters that have a considerably significant impact on the management of the Company, the Japan Post Group and its principal consolidated subsidiaries, or persons who would exert a significant impact on the state of assets by incurring losses from business transactions or other matters. Specifically, this refers to executives of principal consolidated subsidiaries or executive officers with authority to execute the business of business departments in accordance with resolutions by the Board of Directors as well as to professional positions at Japan Post Bank. (Referred to hereafter as management employees for whom a performance-linked compensation system is applicable based on professional position salary regulations and who perform duties for the execution of business using especially sophisticated and expert knowledge in the Investment Division of Japan Post Bank).

#### (2) Determination of compensation for subject executives and employees

##### 1) Determination of compensation for subject executives

The Company has established the Compensation Committee as the body for determining the details of the compensation system and compensation for executives. The Compensation Committee determines policies for deciding details of compensation for the Company's directors and executive officers as well as details of individual compensation. In accordance with the Companies Act, the Compensation Committee is composed of a majority of outside directors. The Committee is independent of the business promotion department and has the authority to decide policies for determining compensation as well as determine individual compensation.

#### 2) Determination of compensation for subject employees

The determination of compensation for executives of principal consolidated subsidiaries who are deemed subject employees is as follows.

##### (a) Japan Post

Executive compensation is determined under a structure whereby the total amount of executive compensation is determined at the Shareholders' Meeting.

Individual allocation of directors' compensation is determined on a resolution by the Board of Directors, according to the total amount decided at the Shareholders' Meeting.

Individual allocation of compensation for auditors is determined based on consultation by the auditors.

Compensation for executive officers is determined based on a resolution by the Board of Directors.

##### (b) Japan Post Bank and Japan Post Insurance

Japan Post Bank and Japan Post Insurance have respectively established a Compensation Committee as the body for determining the details of the compensation system and compensation for executives. The Compensation Committee determines policies for deciding details of compensation for each company's directors and executive officers as well as details of individual compensation. In accordance with the Companies Act, the Compensation Committee is composed of a majority of outside directors. The Committee is independent of the business promotion department and has the authority to determine policies for determining compensation as well as determine individual compensation.

The Human Resources Division, which is independent from the Corporate Administration Division, has established a performance-linked compensation system based on professional position salary regulations for professional positions at Japan Post Bank. Compensation based on this system is determined after deliberation at the Evaluation Committee that is composed of executive officers such as the President and Representative Executive Officer of Japan Post Bank.

##### (3) Determination of compensation for staff of the Risk Management Department and Compliance Department

Compensation for staff of the Risk Management Department and Compliance Department is determined based on salary rules and regulations. Specific amounts paid are decided by determining compensation separate from the sales promotion department by setting amounts based on employee performance evaluations, with the general manager of the relevant departments as the person making final decisions.

Assessment categories of employee performance evaluations encompass assessments of the execution of duties and attainment levels for targets for each job responsibility in the Risk Management Department and Compliance Department. These assessments reflect the level of contribution to the risk management structure and compliance readiness.

##### (4) Total amount of compensation paid to members of the Compensation Committee and number of times the Compensation Committee and other meetings convened

Company name	Name of meeting	Number of times convened (From April 2023 to March 2024)
Japan Post Holdings	Compensation Committee	8 times
Japan Post	Shareholders' Meeting	1 time
	Board of Directors	3 times
	Board of Corporate Auditors	1 time
Japan Post Bank	Compensation Committee	5 times
	Evaluation Committee	10 times
Japan Post Insurance	Compensation Committee	6 times

Note: The total amount of compensation is not listed because this amount cannot be calculated separating only the portion corresponding to compensation for the execution of duties of the Compensation Committee.

2. Matters concerning evaluation of the appropriateness of the design and operation of the compensation system for subject executives and employees of the Company (Group)

(1) Policies concerning compensation for "subject executives"

The Company determines compensation for the Company's directors according to job responsibilities based on the scope and size of responsibilities for management and other areas. For executive officers, the Company has designed a compensation system that considers job content as an executive officer, personal evaluations and job performance. As a specific executive compensation system, compensation for executives consists of base compensation.

(2) Policies concerning compensation for "subject employees"

In determining compensation for Company employees, the Company determines compensation for directors and auditors according to job responsibilities based on the scope and size of responsibilities for management and in other areas. For executive officers and executives, the Company has designed a compensation system that considers job content as an executive officer or executive, personal evaluations and job performance. As a specific compensation system, compensation consists of base compensation.

The Company determines compensation for employees based on employee evaluations to reflect the degree of attainment of targets and job behavior. As a specific compensation system for employees, compensation is determined based on salary rules and regulations.

3. Matters concerning consistency between the compensation system for subject executives and employees of the Company (Group) and risk management and the link between compensation and performance  
In determining compensation for subject executives, the Compensation Committee decides on policies concerning the determination of details of compensation, after which details of compensation for each individual are determined.

In determining compensation for subject employees, compensation for directors and auditors of Japan Post is determined based on resolutions at the Shareholders' Meeting, while compensation for executive officers is determined based on resolutions by the Board of Directors. Regarding executives of Japan Post Bank and Japan Post Insurance, the Compensation Committee decides on policies concerning the determination of details of compensation, after which details of compensation for each individual are determined. In determining compensation for professional positions at Japan Post Bank, the scheme for determining compensation is discussed at the Evaluation Committee, after which details of compensation for each individual are determined. Compensation for other employees is determined based on salary rules and regulations.

Compensation for subject executives and subject employees takes into consideration the state of employee evaluations and the appropriateness of amounts paid without excessive emphasis on performance based systems.

4. Matters concerning the types of compensation for subject executives and employees of the Company (Group), total amount paid and payment method  
Total amount of compensation for subject executives and employees (From April 1, 2023 to March 31, 2024)

Classification	Number of persons	Total amount of compensation (Millions of yen)						Retirement benefits	Other
		Total fixed compensation			Total variable compensation				
			Base compensation		Bonuses	Stock compensation			
Subject executives (excluding outside executives)	37	1,157	812	812	345	—	345	—	—
Subject employees, etc.	24	1,242	678	678	561	222	338	—	0

Note 1: Compensation for subject executives is listed including compensation as executives of principal consolidated subsidiaries.

Note 2: Stock-compensation type stock options are not applicable.

Note 3: The retirement benefits system for directors, auditors, executive officers and executives was discontinued in June 2013 and therefore retirement benefits are not applicable.

5. Other special pertinent matters for reference or other applicable matters other than those specified up to the previous item concerning the systems for compensation for subject executives and employees of the Company (Group)

There are no applicable matters besides those specifically listed in the previous items.

## ① Japan Post Group Privacy Policy

The Japan Post Group (“the Group”) is dedicated to providing services that can achieve a high degree of customer satisfaction. Properly protecting and the treatment of personal information is vital to accomplishing this goal. Accordingly, the Group has established the following fundamental policy (hereinafter referred to as “the Privacy Policy”) for protecting personal information.

### (1) Compliance with laws and regulations

When handling personal information, the Group complies with all laws and regulations associated with protecting personal information, national government policies and the provisions of the Privacy Policy (“laws, regulations, etc.,” hereafter).

### (2) Purpose of using personal information

The Group specifies the purpose of using personal information and does not use this information beyond the scope necessary for achieving this purpose.

The purposes for which Group companies use personal information are listed in the privacy policies on each company’s website and where applicable.

### (3) Acquisition of personal information

The Group acquires personal information using methods that are legal and proper.

### (4) Security measures for management of personal information

The Group uses an appropriate security management system to prevent leaks, losses or alterations of personal information. In addition, the Group properly supervises persons engaged in the business of handling personal information, outsourcing parties and others.

### (5) Provision of personal information to third parties

Except in cases where required by laws and regulations, the Group does not supply personal information to third parties without the prior consent of each individual.

In cases where two or more Group companies share the same personal information, this sharing is performed only after providing prior notice or public announcements of items required by law.

Irrespective of the above, specific personal information shall not be provided to third parties or shared jointly except when prescribed by laws or ordinances.

### (6) Procedures for requesting disclosure of personal data

The Group responds in a sincere manner in cases where there are requests for the notification of the purpose of use or for the disclosure, correction or termination of use of retained personal data as prescribed by laws, regulations, etc.

The disclosure request procedures for each company can be found on their respective websites and where applicable.

### (7) Points of contact for inquiries

Requests regarding retained personal data set forth in the preceding section and inquiries and requests regarding treatment of personal information can be made to designated points of contact.

### (8) Continuous improvements

The Group constantly reviews and improves its management and handling methods for the protection of personal information in response to advances in information technology and shifts in social demands.

## ② Sharing of Personal Data among Japan Post Group Companies

Japan Post Group companies consist of Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd., Japan Post Insurance Co., Ltd. and several other subsidiaries and affiliated companies.

Each Japan Post Group company uses its respective specialized skills to provide high-quality services. The objective is to achieve even greater customer satisfaction.

To accomplish this goal, the Japan Post Group wishes to share customers' personal data solely to the degree required and within the scope explained below. This data is used to conduct business activities performed directly by Group companies or through outsourcing parties.

The Group asks for customers' understanding and pledges that strict information management will be used during the shared use of personal data.

### (1) Personal data items for shared use

Shared use covers names, birth dates, addresses, telephone numbers and other contact information, family members, occupations and data concerning business transactions with the Group. However, this excludes information about materials sent or delivered by postal mail or any sensitive information.

### (2) Scope of parties involved in shared use

Shared use is limited to the Japan Post Group. However, this applies only to companies included in the consolidated financial statements, including equity-method affiliates, of Japan Post Holdings, as prescribed by laws, regulations, etc., and is limited to the following companies:

Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd.

### (3) Purpose of use

- 1) Distribution of information about services and research and development involving services
- 2) Decisions involving the provision of services
- 3) For the proper management of Group business operations primarily for the purpose of monitoring and managing risks

### (4) Name of party with responsibility for managing personal data

Japan Post Holdings Co., Ltd.

## Data Compilation | 8. Japan Post Group's Approach to Procurement Activity

The Japan Post Group conducts its procurement activity according to the following concept.

### Japan Post Group's Approach to Procurement Activity

#### 1. Open, fair and appropriate procurement

- The Group opens the door widely to suppliers and offers fair entry opportunities.
- The Group selects suppliers based on a comprehensive and appropriate evaluation of quality, price, delivery period, technology, business condition and other factors.

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

- The Group complies with all applicable laws, regulations and social standards and carries out procurement activity in good faith.
- In its procurement activity, the Group forms no relationship with antisocial forces that pose a threat to the order and safety of civil society.

#### 3. Respect for human rights

- The Group aims to work with its business partners to build a supply chain that respects human rights.

#### 4. Environmental considerations

- The Group carries out procurement activity in consideration of global and local environmental preservation and the effective use of resources.

#### 5. Building trusting relationships

- Through good communication with suppliers, the Group builds strong trust and strives for mutual prosperity.
- The Group appropriately manages information about suppliers that it obtains through its procurement activity.

#### 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 activity. The Group expects its suppliers to understand the above and asks for their proactive cooperation.

The Ten Principles of the UN Global Compact

<https://www.unglobalcompact.org/what-is-gc/mission/principles>

## 9. Japan Post Group Conflicts of Interest Management Policy

The Japan Post Group (“the Group”) conducts business activities fairly based on laws, ordinances and internal regulations so that the interests of customers are not unduly impaired due to transactions that may give rise to a conflict of interest.

1. The following representative examples of companies in the Japan Post Group (“Group companies”) fall within the scope of the Conflicts of Interest Management Policy.

- Japan Post Bank Co., Ltd.
- Japan Post Insurance Co., Ltd.
- Japan Post Co., Ltd.

2. The Group will manage conflicts of interest for the transactions stipulated below.

- (1) Transactions that may unduly impair the interests of customers among the following transactions:
- Transaction with a customer that has an interest in one of the Group companies based on an agreement
  - Transaction with a party that has conflicting interests or is competing with a customer that has an interest in one of the Group companies based on an agreement
  - Transaction that makes wrongful use of information gained from a customer with an interest in one of the Group companies based on an agreement
- (2) Any transaction aside from the aforementioned that may unduly impair the interests of the customer due to a conflict of interest

3. The Group will select one or a combination of the following methods and other measures to manage transactions with a conflict of interest:

- (1) Separate the business unit conducting the target transaction and the business unit conducting the secondary transaction with the customer
- (2) Amend the terms and conditions or method of the target transaction or the secondary transaction with the customer
- (3) Discontinue the target transaction or the secondary transaction with the customer
- (4) Properly disclose to the customer that the target transaction may unduly impair his or her interests

4. The Group will establish a department that handles conflicts of interest independent from business departments that will specify target transactions and properly manage conflicts of interest. In addition, the Group will educate and train executives and employees so that they comply with laws, ordinances and internal regulations set down regarding the management of conflicts of interest.

5. The Group will continuously review its management stance regarding conflicts of interest and strive to make improvements.

## 10. Declaration by Top Management Regarding the Elimination of Relationships with Antisocial Forces

To eliminate any relationships with antisocial forces and prevent damage to the organization, the Japan Post Group has made the following declaration in line with the Fundamental Policy for Establishment of Internal Control Systems.

### 1. Organizational response

In firm recognition of its social responsibility and to strengthen management based on compliance, the Japan Post Group, as an organization in its entirety, will ensure that any relationships with antisocial forces are eliminated.

### 2. Complete elimination of relationships, including transactions

The Japan Post Group will have no relationships whatsoever with antisocial forces, including transactions.

### 3. Legal measures and prohibition of secret negotiations

The Japan Post Group will strongly refuse any unjustified demands by antisocial forces and

will take legal measures, either via a civil court or a criminal court, or both. The Japan Post Group will never negotiate in secrecy with antisocial forces, even if their unjustified demands are to conceal matters related to any misconduct of the Group’s own activities or that of its staff.

### 4. Cooperation with outside experts

The Japan Post Group will establish close relationships with outside experts in preparation for any unjustified demands by antisocial forces in order to ensure the safety of its staff against such demands.

### 5. Prohibiting financing for antisocial forces

The Japan Post Group will never engage in financing for antisocial forces.

## 11. Japan Post Group Information Security Declaration

Services provided by Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd. as the Japan Post Group are used by a large number of customers. We believe that information about these customers must be strictly managed, and the services used by customers must be absolutely safe.

We understand that information security is essential for

customers to use our services with confidence. Our activities reflect this awareness of the importance of information security. We place priority on the following items in order to manage information about customers safely and to protect this information from leaks and alterations resulting from unauthorized access and from disruptions in services caused by accidents, natural disasters and other events.

1. Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd. will establish information security policies and follow the policies for the purpose of conducting information security activities.
2. We will conduct a continuous information security training program for the purpose of maintaining a strong awareness among employees of the importance of information security and reinforcing that awareness.
3. We will conduct continuous inspections of information security activities and make revisions and improvements whenever needed for the purpose of maintaining and enhancing the effectiveness of information security activities.

## 12. Japan Post Group Executive Declaration on Cyber Security

Recognizing cyber security measures as a critical issue in its corporate management, the Japan Post Group (\*) has developed the Japan Post Group Executive Declaration on Cyber Security (hereinafter the "Declaration").

In adherence to the Declaration, the Group will be committed to further driving cyber security measures, with the management taking the initiative, and to delivering services in a secure and safe fashion, in defense against increasingly serious and sophisticated cyber attacks.

(\*) Japan Post Group refers to JAPAN POST HOLDINGS Co., Ltd., JAPAN POST Co., Ltd., JAPAN POST BANK Co., Ltd. and JAPAN POST INSURANCE Co., Ltd.

### 1. Recognition as an executive issue

Recognizing the importance of cyber security, the Japan Post Group will position risks related to cyber attacks and other such threats as a critical issue in its corporate management and the management will take the initiative in driving the measures to address those risks.

### 2. Development of measures and representation of commitment

Only after reviewing the functions of our cyber security measures (identification, defense, detection, response and recovery) according to changes in the surroundings, the Japan Post Group will develop business continuity plans (BCPs) with the aim of ensuring quick recovery from the event of any cyber security risk materializing.

The management will take the leading role in making its commitment clear to internal and external stakeholders, as well as in making efforts to disclose what risks are recognized and what action is taken to address them by, for example, voluntarily stating them in various types of reports.

### 3. Establishment of a control structure

The Japan Post Group will establish an organization engaged to work under normal circumstances in preparation for cyber attacks as well as to take action in the event of emergency and thereby conduct a range of activities relevant to cyber attacks, including monitoring, inspection, collecting and analyzing information, and responding to and recovering from incidents, and will also perform regular exercises and training sessions in an attempt to develop more sophisticated cyber security readiness.

For the purpose of cyber security enhancement, each class of the Group's personnel, from executives to managers and employees, will be provided with necessary education.

The Group will pursue security measures that encompass its business associates, including contractors.

### 4. Continuous delivery of systems and services with user peace-of-mind

In order to maintain its cyber security measures and make them better, the Japan Post Group will continually perform inspections and work on improvements.

### 5. Coordination with external organizations

The Japan Post Group will have timely and appropriate coordination with related ministries and governmental agencies, such as the Ministry of Internal Affairs and Communications, the Financial Services Agency, the National Center of Incident Readiness and Strategy for Cybersecurity, the Information-Technology Promotion Agency and the police, and will also make proactive efforts in the exchange of information through JPCERT / CC and other relevant channels, thereby contributing to raising the levels of cyber security measures of the entire society.

#### **Fundamental policy**

The Japan Post Group has stipulated in its Charter of Corporate Conduct to "fulfill our responsibility to explain our operations by conducting highly transparent business operations and disclosing information in a fair manner" to earn the trust of customers. To achieve sustainable growth and medium- to long-term improvement in our enterprise value, Japan Post Holdings Co., Ltd. (the "Company") shall disclose information in a fair and accurate manner to its shareholders, investors, and other stakeholders. In addition, the management shall make efforts to actively communicate with them and share among its own staff the requests, expectations, and so on obtained through this communication.

#### **Standards for information disclosure**

The Company shall comply with the Financial Instruments and Exchange Act of Japan, other applicable laws and regulations and the securities listing regulations stipulated by the Tokyo Stock Exchange, manage important information about the Company and its subsidiaries, and swiftly disclose it in a timely manner.

Moreover, the Company shall not only disclose information in accordance with the aforementioned laws and regulations and other relevant rules and regulations, but it shall also strive to voluntarily disclose information that will contribute to the deepening of understanding of the Company and its subsidiaries at occasions such as investor information meetings.

#### **Establishment of internal systems**

The Company shall strive to establish and reinforce its internal systems by appointing the executive officer in charge of the Corporate Planning Division to be responsible for establishing the internal system for our IR

activities, so that each division works together in an organic manner to ensure appropriate information disclosure. Furthermore, the Company has established the Disclosure Committee for discussions about information disclosure.

#### **Method of disclosing information**

The Company shall make disclosure as required based on the Financial Instruments and Exchange Act of Japan, other related laws and regulations, securities listing regulations of the Tokyo Stock Exchange, etc., through prescribed means including the Electronic Disclosure for Investors' NETwork (EDINET), which is operated by the Financial Services Agency, the Timely Disclosure network (TDnet), which is operated by the Tokyo Stock Exchange, and through the Company's website.

Disclosure of information through methods other than the above shall be made through the Company's website and other means.

#### **Future outlook**

Information disclosed of the Company might include forward-looking statements. Such statements have been prepared in accordance with judgments made by the management based on the information available to the Company at the time of disclosure and on certain assumptions that the Company believes to be reasonable in making its predictions of the future, thereby containing various risks, as well as some degree of indeterminacy and uncertainty. Accordingly, actual figures and financial results may differ from the forward-looking statements included in the disclosed information depending on future business operation as well as changes in economic and other circumstances.

JAPAN POST GROUP

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