

## UNOFFICIAL TRANSLATION

Although the Company pays close attention to provide English translation of the information disclosed in Japanese, the Japanese original prevails over its English translation in the case of any discrepancy.



December 13, 2021

Company name: Japan Post Holdings Co., Ltd.  
Representative: MASUDA Hiroya  
Director and Representative Executive Officer,  
President & CEO  
(Code number: 6178, First Section of the  
Tokyo Stock Exchange)  
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### **(Update on the Previous Disclosure) Progress, etc. of the Business Improvement Plan**

JAPAN POST HOLDINGS Co., Ltd. (Chiyoda-ku, Tokyo; MASUDA Hiroya, Director and Representative Executive Officer, President & CEO), JAPAN POST Co., Ltd. (Chiyoda-ku, Tokyo; KINUGAWA Kazuhide, President and CEO) and JAPAN POST INSURANCE Co., Ltd. (Chiyoda-ku, Tokyo; SENDA Tetsuya, Director and President, CEO, Representative Executive Officer) hereby announce that the companies reported today the progress, etc. of the business improvement plan (as of the end of November 2021), based on “Administrative Dispositions against Japan Post Insurance” dated December 27, 2019, to the JP Reform Execution Committee.

The progress of the business improvement plan, etc. is described in the following pages.

# Progress of the Business Improvement Plan

December 13, 2021  
JAPAN POST HOLDINGS Co., Ltd.  
JAPAN POST Co., Ltd.  
JAPAN POST INSURANCE Co., Ltd.

# Progress of the Business Improvement Plan (As of the end of November, 2021)

- We are required to report the progress of the Business Improvement Plan which we submitted to regulators on January 31, 2020 periodically. We made reports 7 times to regulators and announced them. Most recently, the 7th report was published on September 15, 2021.
- On an ongoing basis, we are required to report our progress to the regulators every 3 months. We plan to report and announce the progress as of the end of November by December 15, 2020.
- Despite the impact of the novel coronavirus disease, we have progressed as scheduled for the most part and implemented most measures originally planned (including partial implementation) as of the end of November 2021.
- The progress of each measure included in the Business Improvement Plan as of the end of November 2021 is following.

## Establish an appropriate sales promotion scheme

Blue: Japan Post Insurance  
 Yellow: Japan Post Co.  
 Orange: Japan Post Holdings

### I. Create a healthy corporate culture and establish an appropriate sales promotion scheme

Measure	Deadline	Implementation Status	Status reported
<b>(1) Review the code of conduct based on the customer-first philosophy</b>			
Establish a code of conduct based on the customer-first philosophy	February 2020	Implemented	<ul style="list-style-type: none"> <li>• Changes to our solicitation policy were decided in February 2020 and revised in April 2020</li> </ul>
Management and personnel development for thoroughly disseminating customer-first business attitude - clarify basic solicitation policies	April 2020	Implemented	<ul style="list-style-type: none"> <li>• We revised basic solicitation policies (namely sales/services policy and basic policies for customer-first business operation) in April 2020</li> </ul>
<b>(2) Establish a “Standard of Japan Post Insurance Sales”</b>			
Establish a “Standard of Japan Post Insurance Sales”	February 2020	Implemented	<ul style="list-style-type: none"> <li>• We defined solicitation principle based on solicitation policy which reflects the customer-first philosophy as “Standard of Japan Post Insurance Sales”</li> </ul>
<b>(3) Ensure the code of conduct based on the customer-first philosophy is well understood by employees</b>			
Training for sales personnel in accordance with “Standard of Japan Post Insurance Sales”	March 2020	Implemented	<ul style="list-style-type: none"> <li>• Training on the significance and basic concept of “Standard of Japan Post Insurance Sales” was implemented as of the end of March 2020</li> <li>• Training on the basic edition of “Standard of Japan Post Insurance Sales” revised in October 2020 was implemented as of the end of December 2020</li> <li>• <u>Trainings in accordance with “Standard of Japan Post Insurance Sales” continue appropriately after FY2021</u></li> </ul>
Management and personnel development for thoroughly disseminating customer-first business attitude - training to enhance knowledge and skills necessary for financial consulting	March 2020	Implemented	<ul style="list-style-type: none"> <li>• We are conducting various training programs that contribute to enhancing customer-first sales activities and comprehensive consulting services, including improvement of solicitation quality, reinforcement of business knowledge, and improvement in communication skills</li> </ul>

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
Review the system of training for managers	From April 2020 onward	Implemented	<ul style="list-style-type: none"> <li>We made all branches aware of the system and contents of training for the desirable form of new management method, along with a type of training which helps managers to learn a management/instruction method adopting coaching technique, with a view to getting rid of conventional management with excessive focus on sales promotion control. We implemented this training from June 2020 onward</li> </ul>
Build systems to promote comprehensive consulting	April 2020	Implemented	<ul style="list-style-type: none"> <li>In April 2020 we implemented an organizational change to rename the Financial Services Division at post offices the "Financial Consulting Division," while newly establishing the "Financial Consulting Administration Division" at branches, with a view to reforming into a customer-first management framework</li> <li>In April 2020 we appointed consulting advisors as instructors capable of providing instruction on comprehensive consulting service, in an effort to review the method for instructing post office staff</li> <li>We renamed the Sales Capabilities Development Institute the "Consultant Training Center" and put it under the direct supervision of our headquarters in April 2020</li> </ul>
<b>(4) Review the system of sales targets</b>			
Set appropriate sales targets - Shift from sales targets focused on new sales amounts (flow) to the sales targets focused on the policies in force (stock) - Set sales targets according to our sales capability and so on	March 2020	Implemented	<ul style="list-style-type: none"> <li>In FY2020, we decided not to set sales targets for sales personnel because we prioritize activities to regain customers' trust</li> <li>In FY2021, we set activity target that appreciates the process of sales activities (implementation rate of response to customers) and sales quality target (three-year cancellation ratio) of sales personnel, instead of sales target</li> </ul>
Incorporate a viewpoint of solicitation quality into sales targets	When sales targets for next fiscal year are set	In preparation	<ul style="list-style-type: none"> <li>Incorporate a viewpoint of solicitation quality into sales targets as part of actual checks and evaluations within each section when sales targets for next fiscal year are set</li> </ul>
Personnel evaluation and treatment	April 2020	Implemented	<ul style="list-style-type: none"> <li>In April 2020 we established new solicitation quality evaluation items and evaluation standards for the purpose of evaluating personnel such as service counter and sales personnel*</li> </ul> *Referred to as consultants since April 2020

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
<b>Measures for policy rewriting</b> <b>1. Non-recording of sales results and non-payment of incentives for policy rewriting*</b> <b>2. Extend the policy rewriting qualifying period (3 month before and 6 month after → 12 month before and 13 month after)</b>  *Non-recording of sales results was implemented in August 2019	March 2020	Implemented	<ul style="list-style-type: none"> <li>Non-payment of incentives for policy rewriting and extension of the policy rewriting qualifying period were implemented in April 2020</li> </ul>
<b>Incentive measures</b>	April 2020	Implemented	<ul style="list-style-type: none"> <li>Since we resolved not to set sales targets for FY2020, we refrained from organizing sales personnel commendation in FY2021 based on the results in FY2020</li> </ul>
<b>(5) Improve the mechanism of policy coverage review</b>			
<b>Introduction of a conditional cancellation system</b>	January 2020	Implemented	<ul style="list-style-type: none"> <li>As a system that enables policy coverage review from a customer-first perspective, a conditional cancellation system was introduced</li> </ul>
<b>Introduction of policy conversion system</b>	April 2021	<u>Implemented</u>	<ul style="list-style-type: none"> <li><u>We started to make available a policy conversion system, so that customers could change coverage without cancelling their existing policies in April 2021</u></li> </ul>
<b>Develop new products that meet our customers' insurance needs</b>	Continue planning from April 2020	<u>Implemented</u>	<ul style="list-style-type: none"> <li>We started to sell ordinary term insurance and special endowment insurance with longer insurance periods than before in April 2021</li> <li><u>The development of product which meets the insurance needs of customers (especially young and middle-aged customers) is under consideration</u></li> </ul>

# Progress of the Business Improvement Plan (As of the end of November, 2021)

## First line (post offices, call centers, Service Centers, etc.)

### II. Checks and internal controls

Measure	Deadline	Implementation Status	Status reported
<b>(1) Check from contract applications to the conclusion of a contract in a multilayered manner</b>			
<b>Check contract applications</b> 1. Expand the target of system pre-checking 2. Expand the target of pre-checking by post office managers 3. Confirm customers' intentions in the enrollment process by call center 4. Expand target of checking in underwriting process 5. Confirm customers' intentions in the cancellation process through call center 6. Review follow-up check(thanks-call, letters, investigation by service assistant) <u>7. Strengthen checking function upon receiving cancellation requests and review flow of accepting</u>	1.2.4. March 2020  3.5. January 2020  6. October 2020  <u>7.</u> <u>September 2021</u>	Implemented	<ul style="list-style-type: none"> <li>1.2.4. were implemented in April 2020 (In regard to 1., we have established the new standard to register sales personnel who have problems in their sales process.)</li> <li>3.5. were implemented in January 2020</li> <li>In regard to 6., we reviewed that we started sending introduction for the confirmation of application coverage in October 2020 and started the part of confirmation tasks by branch employees other than service assistant</li> <li><u>In regard to 7., based on "Establishment of new Japan Post Insurance sales system", feasibility of implementation of accepting cancellations through direct channels are under consideration</u></li> </ul>
<b>System improvements</b> 1. Increase sophistication of customer information management - Set up systems which enable us to confirm customers' past policy enrollment and cancellation histories when accepting policy applications <u>2. Review the customer assignment system of Post Office</u>	1. After March 2020  <u>2.</u> <u>March 2021</u>	Implemented	<ul style="list-style-type: none"> <li>In regard to 1., in April 2020, we set up systems which enable us to confirm past policy enrollment and cancellation histories when accepting policy applications. We set up a checking function for policies and past cancellation histories in the sales procedure confirmation process (pre-checking etc.) in October 2020</li> <li><u>In regard to 2., in April 2021, we implemented systemic revision to make assigned post offices registered and changed timely, such as the time of customers' address change procedure</u></li> </ul>
<b>Review items to record in the sales activities log</b>	January 2020	Implemented	<ul style="list-style-type: none"> <li>We have added to the format of the sales activities log, items mandatorily required to be filled by our employees, while clarifying rules for filling the log as well as the items to be verified by managers, in an effort to strengthen the control function focused on solicitation quality</li> </ul>

# Progress of the Business Improvement Plan (As of the end of November, 2021)

## Second line (head office, etc.)

### II. Checks and internal controls

Measure	Deadline	Implementation Status	Status reported
<b>(2) Strengthen systems to achieve appropriate solicitation management</b>			
<b>Strengthen the insurance contract solicitation quality control scheme at regional offices of Japan Post Co.</b>	April 2020	Implemented	<ul style="list-style-type: none"> <li>In April 2020 we implemented organizational changes involving solicitation quality instruction specialists and the structure of the Financial Operations Division at regional offices, with a view to strengthening the insurance contract solicitation quality control scheme at branches to improve solicitation quality</li> </ul>
<b>Verify the insurance contract solicitation quality control scheme</b>	Implementing since November 2019	Implemented	<ul style="list-style-type: none"> <li>Employees of the Auditors Office* <b>completed</b> the verification of the insurance contract solicitation quality control scheme at all post offices <b>in March 2021</b></li> </ul> <small>*Renamed the Inspection Office in April 2020</small>
<b>Review functions at Japan Post Insurance Headquarters</b> <ul style="list-style-type: none"> <li>Build sales structure to ensure the solicitation quality by transferring the first-line operations such as improving the solicitation flow to the sales department</li> <li>Strengthen investigation functions by integrating investigation command functions</li> </ul>	April 2020	Implemented	<ul style="list-style-type: none"> <li>We transferred first-line operations such as improving the solicitation flow to the sales department (established Sales Quality Improvement Office in Sales Planning Department) and integrated investigation command functions to the Compliance Investigation Office (newly established) in April 2020</li> </ul>
<b>Verify second-line measures by Japan Post Insurance</b> <ul style="list-style-type: none"> <li>Second line (Solicitation Management Department) verifies each measure of the Business Improvement Plan and reports the results to various committees and suggest improvement plans as necessary</li> </ul>	After April 2020	Implemented	<ul style="list-style-type: none"> <li>We verified solicitation checking scheme from the perspective of prevention and early detection, and suggested improvement plan in March 2020</li> </ul>
<b>Review functions of Japan Post Insurance branches</b> <ul style="list-style-type: none"> <li>Strengthen the system for investigation of solicitation and appropriate solicitation</li> </ul>	After July 2020	Implemented	<ul style="list-style-type: none"> <li>Branches are in charge of confirmation activities about customer feedback, etc. (implemented in October 2020)</li> </ul>

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
<b>Strengthen instruction for Sales Instructors and review roles</b>	After July 2020	Implemented	<ul style="list-style-type: none"> <li>We abolished the role of Area Instructor and established the role of Training Specialist responsible for ensuring that the staff of Agency Relations Division and Post Office to implement appropriate solicitation which reflects the customer-first philosophy in August 2020</li> </ul>
<b>Detection of complaints and Analysis of that causes</b> 1. Detection of complaints that includes problems in sales process 2. Horizontal investigations about same type and structure cases that were detected complaints	1. End of March 2021  2. End of March 2020	Implemented	<ul style="list-style-type: none"> <li>1. In regard to 1., we have decided to introduce the artificial intelligence-based software and have built the analysis system that utilized artificial intelligence</li> <li>2. In regard to 2., we have established the structure to detect same type and structure cases and implement horizontal investigations</li> </ul>
<b>(3) Improve control by increasing the strictness of criteria for fact finding and disciplinary action</b>			
<b>Increase the strictness of fact-finding criteria and the strictness of criteria for disciplinary action</b> 1. Conduct fact-finding that does not rely on confession 2. Strengthen efforts for the investigative cooperation (self-declaration) system 3. Add “suspension of solicitation “ and “warning” in the disciplinary actions against sales personnel 4. Clarification of the responsibilities of management and disciplinary actions for managers 5. Select “sales personnel who have solicitation quality problem” and implement “follow up - sales personnel”	March 2020	Implemented	<ul style="list-style-type: none"> <li>We changed related internal rules in March 2020 and applied these rules in April 2020</li> <li>In regard to 5., sales personnel who have solicitation quality issues were registered in the sales pre-checking system on April 20, 2020 and follow-up work has been carried out to control the preparation of insurance policy documents for a certain period of time, including confirmation by managers</li> </ul>
<b>Disciplinary action against personnel involved in specified rewriting cases</b>	Progressively as investigations are concluded	Progressively implementing	<ul style="list-style-type: none"> <li>We have been taking disciplinary actions continuously against the wrongdoers and other concerned individuals involved in the specified rewriting cases, after such wrongdoing is confirmed (we released the first, second, third, fourth and <b>fifth</b> reports on the status of disciplinary actions in July 2020, August 2020, October 2020, December 2020, and <b>March 2021</b>, respectively)</li> </ul>
<b>System improvements</b> <b>Record and keep a voice record of the solicitation process</b>	After August 2020	Implemented	<ul style="list-style-type: none"> <li>Trial implementation by post office managers was started on March 2020 and trial implementation by certain sales personnel was started on April 20, 2020. We carried out full implementation for all sales personnel on August 24, 2020</li> </ul>



# Progress of the Business Improvement Plan (As of the end of November, 2021)

## Third line (Internal Audit Department)

### II. Checks and internal controls

Measure	Deadline	Implementation Status	Status reported
<b>(4) Strengthen the Internal Audit Department</b>			
<p><b>Strengthen internal controls</b></p> <p><b>1. Strengthen the involvement by Audit Committee with Internal Audit Department</b></p> <ul style="list-style-type: none"> <li>- Require advance agreement by Audit Committee for the important personnel appointments of the Internal Audit Department</li> </ul> <p><b>2. Strengthen the function of the Audit Committee</b></p> <ul style="list-style-type: none"> <li>- Receiving report about actual solicitation circumstances, order in-depth investigation for verification and provide necessary advice to the executive officers</li> </ul> <p><b>3. Strengthen risk assessment</b></p>	<p>1. March 2020</p> <p>2. After February 2020</p> <p>3. <u>March 2021</u></p>	<p>Implemented</p>	<ul style="list-style-type: none"> <li>• In regard to 1., the changes of relevant internal rules were determined in March 2020</li> <li>• In regard to 2., in response to a report from the executive officer in charge in February 2020, the internal Audit Department may be instructed to investigate as necessary, and a system has been put in place to allow in-depth discussions on the actual situation based on the report of the investigation. We have executed as follows to secure search function of the Audit Committee: <ul style="list-style-type: none"> <li>- implemented visit and inspection of the post office</li> </ul> </li> <li>• <u>In regard to 3., by the implementation of risk assessment methods focusing on specific operations, we identified some tasks with high residual risks. Through this, we set the next internal audit plan in March 2021, and prepared a risk assessment manual</u></li> </ul>

# Progress of the Business Improvement Plan (As of the end of November, 2021)

## Oversight by management

### III. Information sharing and governance

Measure	Deadline	Implementation Status	Status reported
<b>(1) Thoroughly implement the PDCA cycle</b>			
<b>Establish a telephone consultation desk for Japan Post Insurance, etc., staffed by consumer affairs consultants</b>	Implemented in August 2020	Implemented	<ul style="list-style-type: none"> <li>We established a telephone consultation desk for Japan Post Insurance, etc., staffed by consumer affairs consultants, to build an environment where Japan Post Insurance policyholders can consult with a sense of security</li> <li>The desk began operation on August 17, 2020, after it was announced to the media on July 31 (see attachment for usage status)</li> </ul>
<b>Establish the “Contact Point for Business Consultation for Japan Post Group Employees”</b>	Implemented in February 2020	Implemented	<ul style="list-style-type: none"> <li>Prepared monthly reports on the status of consultations, and reported to the Group Customer Satisfaction Promotion Liaison Meeting, etc. <a href="#">(on September 24, October 28, and November 25, 2021)</a></li> </ul>
<b>Establish the external whistleblowing contact point exclusively for financial sales operation</b>	Implemented in March 2020	Implemented	<ul style="list-style-type: none"> <li>The external whistleblowing contact point responded appropriately to reported cases and reported to the Group Compliance Committee, etc. on the summarized status of utilization <a href="#">(on September 24, October 21, and November 22, 2021)</a></li> </ul>
<b>Hearing the voices of our employees</b> <ol style="list-style-type: none"> <li><b>Japan Post Insurance suggestion box</b> <ul style="list-style-type: none"> <li>Further activities to change the corporate culture through the Japan Post Insurance suggestion box</li> </ul> </li> <li><b>Dialogue with Management</b> <ul style="list-style-type: none"> <li>Management visits Regional Headquarters, Branches, and Services Center and review actual circumstances from the communication with employees</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>December 2019</li> <li>March 2020</li> </ol>	Implemented	<ul style="list-style-type: none"> <li>In regard to 1., we started from December 2019. For the improvement of visibility and visualization of agreement with respect to suggestions etc., we have constructed a system since July 2020 and <a href="#">completed systemization in December 2020</a></li> <li>In regard to 2., <a href="#">we held the first Dialogue in FY2021 at a total of 136 locations, including Regional Headquarters, Branches, Services Centers, and headquarters departments by the end of July 2021</a></li> </ul>

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
Expansion of whistleblowing system	March 2020	Implemented	<ul style="list-style-type: none"> <li>Regarding establishment and utilization of the “Contact Point for Improper Financial Sales,” dissemination and status of instillation are to be confirmed through compliance training and e-learning. However, due to the impact of COVID-19, part of the said training, etc. was implemented in the second quarter (July - September)</li> </ul>
Sharing information concerning whistleblowing contact points	Implementing since October 2019	Implemented	<ul style="list-style-type: none"> <li>Status of usage of the whistleblowing contact points, including the number of whistleblowing reports, is summarized on a monthly basis, and reported to the Group Compliance Committee held once a month in principle (<a href="#">September 24</a>, <a href="#">October 21</a>, and <a href="#">November 22</a>), sharing information among the Group companies</li> </ul>
<b>(2) Strengthen governance of the Group and Group companies</b>			
<b>Strengthen internal controls</b> <b>Establish a new “deliberation” within the Board of Directors</b> - Establish “deliberation” and revise the scope of “Resolution” topic	March 2020	Implemented	<ul style="list-style-type: none"> <li>The changes of relevant internal rules were determined in March 2020</li> </ul>
<b>Decision-making process in relation to important matters</b> <b>1. Revision to the memorandum regarding the rules on the Group administration</b> <b>2. Establishment and enhancement of committees and liaison meeting</b>	1. Implemented in April 2020  2. Implemented by December 2019	Implemented	<ul style="list-style-type: none"> <li>1. Regarding the reexamination of the memorandum regarding the rules on the Group administration, a decision was made on the draft of the revised memorandum by the end of March, which took effect on April 1, 2020</li> <li><a href="#">In view of the fact that approximately one year had elapsed since this revision, a reexamination was implemented of the memorandum regarding the rules on the Group administration. Based on the results of this reexamination, adjustments were made with business subsidiaries, and items concerning Group conduct were added to the memorandum regarding the rules on the Group administration (implemented from July 1, 2021)</a></li> <li>2. Various committees and liaison meetings that have been established in the previous fiscal year, including the Group Compliance Committee, will be held once a month in principle, and their status will be reported to the Management Committee, etc.</li> </ul>

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
<b>Fulfillment of governance function</b> <b>1. Strengthen the function of “Group Steering Committee”</b> <b>2. Strengthen functions concerning sales and operation at Japan Post Holdings</b>	1. Implementing since December 2019  2. Implementing since January 2020	Implemented	<ul style="list-style-type: none"> <li>1. Apart from the reporting on management information of regular items, discussions are carried out on the Group’s important issues, including the status of voices from customers and employees received at each company and the result of the analysis of data such as SNS postings</li> <li>2. Reported issues and concerns regarding sales and operations of each business subsidiary to senior management (Reported on <a href="#">“Impact on Operations due to COVID-19,”</a> <a href="#">“Cases of Failure to Process Change of Address Notifications,”</a> etc.)</li> </ul>
<b>Establishment of the Group Compliance Committee</b>	Implementing since October 2019	Implemented	<ul style="list-style-type: none"> <li>Held the Group Compliance Committee on a monthly basis (<a href="#">September 24, October 21, and November 22, 2021</a>) to share information on and discuss the status of the improper solicitation incidents discovered by the investigations of Japan Post Insurance policies, as well as major incidents and initiatives related to compliance and risks</li> </ul>
<b>Follow-up on the opinions, etc. made at the Compliance Committee of Japan Post Holdings</b>	Implementing since December 2019	Implemented	<ul style="list-style-type: none"> <li>Based on the deliberation at the Compliance Committee of Japan Post Holdings (held on a quarterly basis) and report to the Management Committee, reported the status of promotion of the Group compliance to the Board of Directors (<a href="#">September 29 and October 28, 2021</a>)</li> </ul>

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported																																																																				
Implementation of on-site monitoring of post offices, etc. by Japan Post Holdings	Implementing since January 2020	Implemented	<p>[Implemented (continuing)]            Implementing on-site monitoring of sales activities of Japan Post Co., Japan Post Insurance, and Japan Post Bank</p> <ul style="list-style-type: none"> <li>Total numbers of sites for on-site monitoring <a href="#">from September to November 2021</a> were as follows:</li> </ul> <table border="0"> <tr> <td>[Japan Post Co.]</td> <td></td> <td>[Japan Post Insurance]</td> <td></td> </tr> <tr> <td>Post offices</td> <td>15 locations</td> <td>Branches</td> <td>7 locations</td> </tr> <tr> <td>Financial consulting divisions</td> <td>6 locations</td> <td>Area headquarters</td> <td>2 locations</td> </tr> <tr> <td>Regional offices</td> <td>2 locations</td> <td>Call centers</td> <td>1 location</td> </tr> <tr> <td>[Japan Post Bank]</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Branches</td> <td>6 locations</td> <td></td> <td></td> </tr> <tr> <td>Partner centers</td> <td>7 locations</td> <td></td> <td></td> </tr> <tr> <td>Area headquarters</td> <td>2 locations</td> <td></td> <td></td> </tr> <tr> <td>Call centers</td> <td>1 location</td> <td></td> <td></td> </tr> </table> <ul style="list-style-type: none"> <li>Total numbers of sites for on-site monitoring <a href="#">from December 2021 to February 2022</a> (planned) are as follows:</li> </ul> <table border="0"> <tr> <td>[Japan Post]</td> <td></td> <td>[Japan Post Insurance]</td> <td></td> </tr> <tr> <td>Post offices</td> <td>10 locations</td> <td>Branches</td> <td>4 locations</td> </tr> <tr> <td>Financial consulting divisions</td> <td>5 locations</td> <td>Area headquarters</td> <td>3 locations</td> </tr> <tr> <td>Regional offices</td> <td>3 locations</td> <td></td> <td></td> </tr> <tr> <td>[Japan Post Bank]</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Branches</td> <td>5 locations</td> <td></td> <td></td> </tr> <tr> <td>Partner centers</td> <td>5 locations</td> <td></td> <td></td> </tr> <tr> <td>Area headquarters</td> <td>3 locations</td> <td></td> <td></td> </tr> </table> <ul style="list-style-type: none"> <li>Implementation results of the on-site monitoring for the <a href="#">second quarter of FY2021</a> were reported to the Group Internal Audit Liaison Committee (<a href="#">September 29, 2021</a>) and the Management Committee (<a href="#">October 19, 2021</a>), etc.</li> <li>The results (preliminary figures) of the prior questionnaire regarding the monitoring were also reported to the Group Internal Audit Liaison Committee on a monthly basis</li> </ul>	[Japan Post Co.]		[Japan Post Insurance]		Post offices	15 locations	Branches	7 locations	Financial consulting divisions	6 locations	Area headquarters	2 locations	Regional offices	2 locations	Call centers	1 location	[Japan Post Bank]				Branches	6 locations			Partner centers	7 locations			Area headquarters	2 locations			Call centers	1 location			[Japan Post]		[Japan Post Insurance]		Post offices	10 locations	Branches	4 locations	Financial consulting divisions	5 locations	Area headquarters	3 locations	Regional offices	3 locations			[Japan Post Bank]				Branches	5 locations			Partner centers	5 locations			Area headquarters	3 locations		
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Partner centers	5 locations																																																																						
Area headquarters	3 locations																																																																						
Enhancement of the Group Internal Audit Liaison Committee, etc.	Implementing since November 2019	Implemented	<ul style="list-style-type: none"> <li>The status of audit activities regarding the “Basic Policies for Customer-first Business Operations,” etc. in the <a href="#">second quarter of FY2021</a> was reported to the Group Internal Audit Liaison Committee (<a href="#">September 29, 2021</a>)</li> <li>Results of the on-site monitoring as well as the status of audits on the “Basic Policies for Customer-first Business Operations” during the <a href="#">second quarter of FY2021</a> were reported to the Group Internal Audit Liaison Committee <a href="#">for the month of September (September 29, 2021)</a></li> </ul>																																																																				

## Progress of the Business Improvement Plan (As of the end of November, 2021)

Measure	Deadline	Implementation Status	Status reported
<b>(3) Monitor improvement measures and regularly announce the progress</b>			
<b>Message from the top management</b>	Start date of business operations	Implemented	<ul style="list-style-type: none"> <li>On September 11, 2020, we announced the “Pledge to Regain Customers’ Trust” when announcing the implementation of operations to regain the customers’ trust. In addition, when commencing operations to regain the customers’ trust, we issued messages from the Presidents of the four Group companies</li> </ul>
<b>Initiatives for managing progress in the improvement measures as well as for materializing customer-first business operation</b>	Managing the progress of the improvement measures: Implemented since February  Achieving customer-first business operations: Implemented since April	Implemented	<ul style="list-style-type: none"> <li>Progress as of the end of November 2020 was reported to the 9th JP Reform Execution Committee meeting held on December 3, 2020</li> <li><a href="#">The progress of the Business Improvement Plan (improvement measures) was submitted to the 13th JP Reform Execution Committee meeting held on December 13, 2021</a></li> </ul>
<b>Initiatives for disseminating the management philosophy</b>	Implemented since April	Implemented	<ul style="list-style-type: none"> <li>The Management Philosophy Handbook was prepared to have all employees reaffirm our management philosophy. The handbook was distributed to all employees</li> <li>When distributing the Management Philosophy Handbook, we had employees view a video message (DVD) prepared for seminars on the handbook featuring the President of Japan Post Holdings as the speaker, to share the importance of our management philosophy</li> </ul>

# Progress of the Business Improvement Plan (As of the end of November, 2021)

## [Reference] Progress by company

	Item	1) End of August (Reported on September 15)		2) Outlook for end of November (Report by December 15)		3) Outlook for end of February (Report by March 15)	
		Partially implemented	Implemented	Partially implemented	Implemented	Partially implemented	Implemented
Japan Post Insurance	1. Actions toward Sales Personnel (6 measures)	0	6	0	6	0	6
	2. Sales Promotion Scheme (7 measures)	0	7	0	7	0	7
	3. Corporate Culture (9 measures)	0	9	0	9	0	9
	4. Solicitation Quality Control Scheme (22 measures)	1	21	1	21	0	22
	5. Governance (14 measures)	0	14	0	14	0	14
	<b>Total (58 measures)</b>	<b>1</b>	<b>57</b>	<b>1</b>	<b>57</b>	<b>0</b>	<b>58</b>
Japan Post Co.	1. Actions on specified rewriting cases (2 measures)	0	2	0	2	0	2
	2. Establishment of sales promotion scheme (10 measures)	1	9	1	9	1	9
	3. Development of corporate culture (18 measures)	0	18	0	18	0	18
	4. Establishment of solicitation quality control scheme (20 measures)	0	20	0	20	0	20
	5. Enhancement of governance (23 measures)	0	22	0	22	0	22
	<b>Total (73 measures)</b>	<b>1</b>	<b>71</b>	<b>1</b>	<b>71</b>	<b>1</b>	<b>71</b>
Japan Post Holdings	1. Decision-making process on important matters (1 measure)	0	1	0	1	0	1
	2. Fulfillment of governance function (1 measure)	0	1	0	1	0	1
	3. Strengthen the Group compliance function (6 measures)	0	6	0	6	0	6
	4. Strengthen the function of audit departments (2 measures)	0	2	0	2	0	2
	5. Development of a scheme for disseminating management philosophy and radical governance enhancement for ensuring solid implementation of various measures (3 measures)	0	3	0	3	0	3
	<b>Total (13 measures)</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>13</b>

## Status of Consultation at the Telephone Consultation Desk for Japan Post Insurance, etc., Staffed by Consumer Affairs Consultants

The “telephone consultation desk for Japan Post Insurance, etc., staffed by Consumer Affairs Consultants” (established on August 17, 2020) received 3,332 consultations by the end of November.

The number and details of consultations as of the end of November are as follows:

### 【Details of consultations】

Category	Response	Consultation examples	Number of consultations
1	Cases referred to Japan Post Insurance from the desk for solutions	Request for policy cancellation, request for policy avoidance, etc.	196
2	Cases referred to Japan Post Insurance from the desk asking to call back the caller	Request for policy avoidance	5
3	Cases referred to Japan Post Insurance from the desk for sharing of information	Inquiry about the procedure for claiming insurance benefits, request for refund, request for disciplinary actions against sales personnel	43
4	Cases handled solely by the desk	Inquiry about the insurance coverage / procedure to receive payment, complaint about insurance coverage, inquiry regarding whether it is possible to conclude a policy	3,007
5	Others	Inquiry about variable annuity, etc.	81

3,332 cases in total

### 【Trend in the number of consultations】

	FY2020									FY2021							Total
	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	
Number of consultations	49	203	297	264	250	228	251	310	219	205	221	158	156	157	167	197	3,332 cases in total