# -Risk Management Structure and Compliance System-

# **Ethics Policy**

The Group has established its "ethics policy" with a view to establishing unshakable confidence from society through establishing high business ethics and thorough permeation of the spirit of legal compliance.

The ethics policy consists largely of two sections, namely, "business ethics of the Group" and "code of conduct for officers and employees of the Group." The former manifests sense of ethics and values which the Group as a corporation must adhere to for materializing its management philosophy, while the latter is a compilation of the code which the officers and employees of the Group must follow in conducting business based on the aforementioned business ethics.

## Group-wide Risk Management Structure and Compliance System

We have established the Group Risk Management Division to oversee risk management and compliance, and are working to improve the risk management structure and compliance system of the Group, while senior management actively involves in the process of risk management for verifying and monitoring its effectiveness and adequacy.

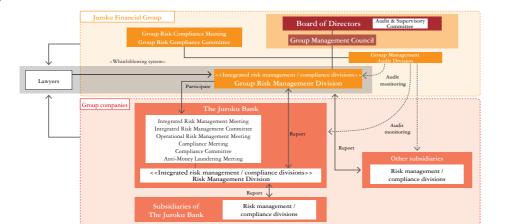
Specifically, the Group Risk Compliance Meeting chaired by the President has been organized to grasp the status of risk management and compliance within the Group, engaging in deliberation or debate on the analysis, evaluation, and activities for improvement thereof. Officer in charge of the Group Risk Management Division reports to the Board of Directors on the status of risk management and other matters on a

Risk management structure / compliance system

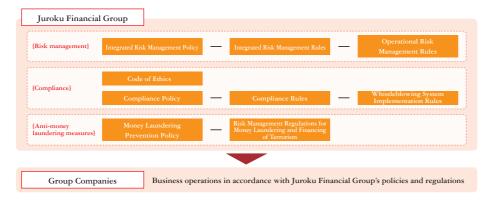
bi-annual basis or as appropriate if required, to ensure that the adequacy and effectiveness of risk management as well as status of compliance system are appropriately deliberated and verified.

Meanwhile, the Group Management Audit Division, which is the internal audit department, is committed to verifying and improving the adequacy and effectiveness of risk management structure, while conducting audit of the compliance system of the Group as a whole.

The Company positions risk management and compliance as an important duty to ensure the soundness and safety of group management, and has established policies and regulations related to risk management and compliance. Each group company has also established its own policies and regulations based on the Company's policies and regulations, and strives to conduct appropriate business.



Risk management and compliance-related policies and regulations, etc.



#### <Risk Management Structure>

#### **Risk Appetite Framework**

The Group has clarified the type and amount of risk to be taken appropriately as "risk appetite," and introduced a "Risk Appetite Framework (RAF)" for business and risk management using the risk appetite as a starting point.

In order to achieve our "Vision" in the Group management philosophy, we seek to "optimize profits, risks and capital" through RAF management, and enable the pursuit of more profit opportunities and more appropriate risk control. By doing so, we are improving the effectiveness of our business strategies including management plans and comprehensive budgets.

#### **Recognition of Top Risks**

From the perspective of probability and degree of impact, the Board of Directors has chosen as top risks for the Group the "risk events that may have a significant impact on our financial position and business performance, such as disrupting our business strategy and reducing profitability within the next year." We are taking necessary measures in advance to control such risks, and striving to manage them in order to respond dynamically even if they manifest.

In addition, all employees are regularly kept informed on the top risks through meetings and other means.

	Risk event		
	Intensified competition in the market environment where interest-bearing financing has become the reality after decades of absence	<ul><li>Intensified competition</li><li>Soaring acquisition cost</li></ul>	
	Recession and disturbance in the financial market	<ul> <li>Deterioration in valuati downturn in stock mark</li> <li>Recession attributable t</li> </ul>	
	Political and geopolitical risks	<ul> <li>Division of the world at from the U.SChina fri</li> <li>War in Ukraine, tension</li> <li>Possible outbreak of mi Peninsula</li> </ul>	
	Climate change risks	<ul> <li>Degradation of the Gro decarbonization</li> <li>Business interruption at</li> <li>Deterioration of business transition to decarboniz</li> </ul>	
	Natural disaster risks	<ul> <li>Impairment of assets an windstorm and flood</li> </ul>	
	Cyber-attacks, rapid progress of DX	<ul> <li>Decline in customer cor</li> <li>Intensified competition</li> </ul>	
	Increase in credit-related expenses	• Rising raw material cos due to manpower shorta	
	Personnel and compliance risks	• Degradation of the Gro	
	Inadequate response to antisocial forces and anti-money laundering measures	<ul> <li>Loss of credibility due t</li> <li>Administrative disposit measures and violations</li> </ul>	
	System failure risks	• Decline in customer con	



#### Risk scenario

n for attracting borrowers as well as savers st for deposits and increase in liquidity risk

ion gains and losses of securities due to increase in interest rate and

to recurrent inflation and real estate slump in China and the U.S.

attributable to emerging homeland-first ideology, and tariff hike resulting riction on in the Middle East

nilitary conflict between China and Taiwan as well as that in the Korean

oup's corporate value due to failure to catch up with the trend of

and deterioration of collateral value due to extreme weather ess results and increased credit-related expenses due to delay in the zation

nd difficulty in business continuity due to large-scale earthquake,

onfidence due to cyber-attacks n with other industries due to progress in digitization and digitalization

ost attributable to recurrent inflation, and deterioration of business results tage

oup's corporate value due to inappropriate conduct

to transactions with antisocial forces ition and loss of credibility due to failure in anti-money laundering as of foreign exchange laws and others

nfidence due to system failure

# Risk Management Structure and Compliance System

#### <Compliance System>

#### Compliance Structure

The Company has designated the Group Risk Management Division to oversee compliance and manage the status of compliance for the entire Group.

Every fiscal year, the division formulates a Group Compliance Program, a concrete action plan for compliance, and conducts appropriate compliance risk management for the entire Group. The division is engaged in confirming that the Group is properly practicing compliance, as well as monitoring the progress in the Group Compliance Program and status of compliance including whistleblowing and corruption\*<sup>1</sup>, while holding meetings of the Group Risk Compliance Meeting and the Group Risk Compliance Committee regularly and as needed for deliberation and instruction on the compliance system. The content of the deliberations at the Group Risk Compliance Meeting is reported to the Board of Directors to ensure appropriate supervision by the Board of Directors.

Procedures\*<sup>2</sup> to be followed by officers and employees who discovered a compliance violation or other conduct that could be considered as such are specified in the Compliance Rules and Compliance Manual, as part of the framework for fact-finding and investigation of this type of wrongdoing.

For the purpose of fermenting compliance awareness across the Group, the ethics policy is being thoroughly permeated among all concerned, while training for officers including Outside Directors as

#### Internal Reporting System

The Company has established a whistleblowing system for the entire Group. In order to early detect, correct and prevent compliance violations (such as legal compliance violations, wrongdoings, corruption, violation of internal rules, and harassment), the Company and other group companies have each set up whistleblowing contact points.

The whistleblowing system applies to all officers, employees and part-time workers, etc. (including those who were Executive Officers, employees, part-time workers before resignation or retirement less than one year ago) of the Company and its consolidated subsidiaries, and expressly guarantees that whistleblowing/consultation by the whistleblower be kept strictly confidential, that the whistleblower should under no circumstances be disadvantageously treated because of his/her act of whistleblowing/consultation, and that any such

#### Customer Protection

The Company has established a Group-wide "Customer Protection Management Policy," and is striving to protect customers and improve convenience for the whole Group. The Juroku Bank and Juroku TT Securities have planned and announced a "Customer-oriented Business Operation Policy," and are working to further improve the quality of their products and services from a customer-oriented perspective.

The "Customer Protection Management Policy" is aimed at protecting customers and improving convenience through the following measures. well as training or study sessions for all employees (including part-timers and temporary workers) are continually organized, presenting case study of the questionable conducts recently reported at corporations involving compliance, such as legal compliance violations, wrongdoings, corruption and harassment.

- \*1 Bribery, embezzlement and giving and receiving entertainment/gift beyond social norms
- \*2 Procedures to be followed in the event of discovery of a compliance violation or other conduct that can be considered as such (summary)
- [1] [Report of occurrence] The person who discovered the compliance violation or the like must report to the Group Risk Management Division, or alternatively report to or consult with the external lawyer designated for this purpose according to the internal reporting system.
   [2] [Report to the Group Management Council, etc.] The Group Risk
- Management Division shall report to Group Management Council, etc., as appropriate.
- (3) [Fact-finding and investigation] The Group Risk Management Division shall instruct or execute fact-finding. Specific procedure or method for investigation, etc. shall follow the Incident Response Manual.
- (4) [Report] Follow-up report shall be made to the Compliance Meeting, etc. as appropriate based on the results of the fact-finding exercise.
- (5) [Remedial measures and recurrence prevention measures] Report shall be made to the Board of Directors, etc. on the remedial measures and recurrence prevention measures based on the results of the investigation.

disadvantageous treatment if actually done at all should be dealt with in a rigorous fashion, to ensure that all officers and employees can use this system with peace of mind. In addition to internal contact points, we are working to enhance and improve our whistleblowing system via designated external lawyers as contact points for reporting and consultation.

We have appointed a Chief Whistleblowing Officer as the general manager of the whistleblowing system, and are working to raise awareness of the whistleblowing system among officers and employees throughout the Group.

The whistleblowing system and how it works are broadly communicated across the Group via the internal intranet, while being made viewable by smartphones for business use.

Giving appropriate explanations and providing information on products and services to customers

products and services to customers

Appropriately handling customer requests, consultations, inquiries, complaints, etc.

Appropriately managing customer information

- Appropriately managing outsourced business
- Appropriately managing conflicts of interest in order to prevent undu-
- ly infringement on the interests of customers

#### • Designated dispute resolution organization

The Juroku Bank has concluded an agreement with the following designated dispute resolution organizations. By involving a neutral and fair third-party organization, we are appropriately responding to the financial ADR system, which are procedures intended for simple and swift dispute resolution without resorting to litigation.

Contact for consultations, inquiries, opinions and complaints about the Bank	[Hours of opera Monday throug (excluding nati
Designated dispute resolution organizations with which The Juroku Bank has an agreement	Japanese Banke Telephone: +
	Trust Compani Telephone: +

#### Customer Information Management

The Company recognizes the secure management of customer information as one of its most important issues.

We are fully aware of various risks such as leakage and loss of information to external parties with regard to customer information acquired by each group company. As such, we have established the "Information Security Management Rules" to ensure proper handling

#### Elimination of Antisocial Forces

The Company has established the "Basic Policy against Antisocial Forces" for the entire Juroku Financial Group, and the Group as a whole has developed systems to firmly confront and exclude relationships with antisocial forces that threaten the order and safety of society.

### Initiatives to Prevent Money Laundering, etc.

There is a growing threat of international terrorism, and fund transfers by criminal organizations and terrorists are spreading and becoming international. As such, there is a stronger international demand for financial institutions to prevent money laundering, financing of terrorism, and proliferation financing (hereinafter "money laundering, etc.").

#### Risk management system

We have positioned the prevention of money laundering, etc. as a top management issue, and we have built an effective risk management system and are working to further enhance it.

Risk assessment documents

We identify and assess risks we are facing associated with money laundering, etc., and plan "documents prepared by specified companies (risk assessment documents)," in order to implement mitigation measures commensurate with the risks.

Training for officers and employees

We continuously implement training for officers and employees, so that they can gain deeper knowledge and understanding regarding measures against money laundering, etc., and improve their expertise and adaptability according to the roles of various divisions.

Audits on compliance status

The Audit Division conducts internal audits from an independent perspective on a regular basis and as necessary. Based on the results of these audits, we strive to further improve our systems.

## Initiatives for Prevention of Corruption

The Company prohibits in its ethics policy all corrupt practices regardless of whether in Japan or overseas or whether directly or indirectly, including bribery involving public officials and/or all stakeholders concerning the Group's business, embezzlement, breach of trust, receiving or giving money and kind or entertainment and other benefits, in an effort to eliminate corruption.

With a view to eliminating corruption including bribery, embezzlement, giving and receiving of entertainment/gift beyond social ration] ugh Friday, 9:00 a.m. to 5:00 p.m. tional holidays and bank holidays)

kers Association (Contact: JBA Customer Relations Center) +81-3-5252-3772

nies Association of Japan (Contact: Trust Consultation Center) +81-3-6206-3988

of customer information, and also disclose a "Personal Information Protection Policy" (Privacy Policy).

Based on these regulations, we have appointed a Chief Information Officer as the general manager of the protection of information assets, and designated responsible divisions according to the type of information assets, as efforts to protect information assets more effectively.

Specifically, we work closely with external expert organizations and other institutes, and enhance effectiveness through training for officers and employees and other measures.

The Company's Group Risk Management Division oversees the Group's overall anti-money laundering, etc. measures, and each group company appoints a person responsible for anti-money laundering, etc. measures from among its officers.

norms, the Company has had its ethics policy thoroughly permeated within the Group, and continually implements training or study sessions for all officers and employees on the matters including prevention of corruption.

Furthermore, the Company conducts internal inspection of payments to third parties and other expenditures as needed, while preparing accurate and complete ledgers and records to maintain and administer them appropriately.