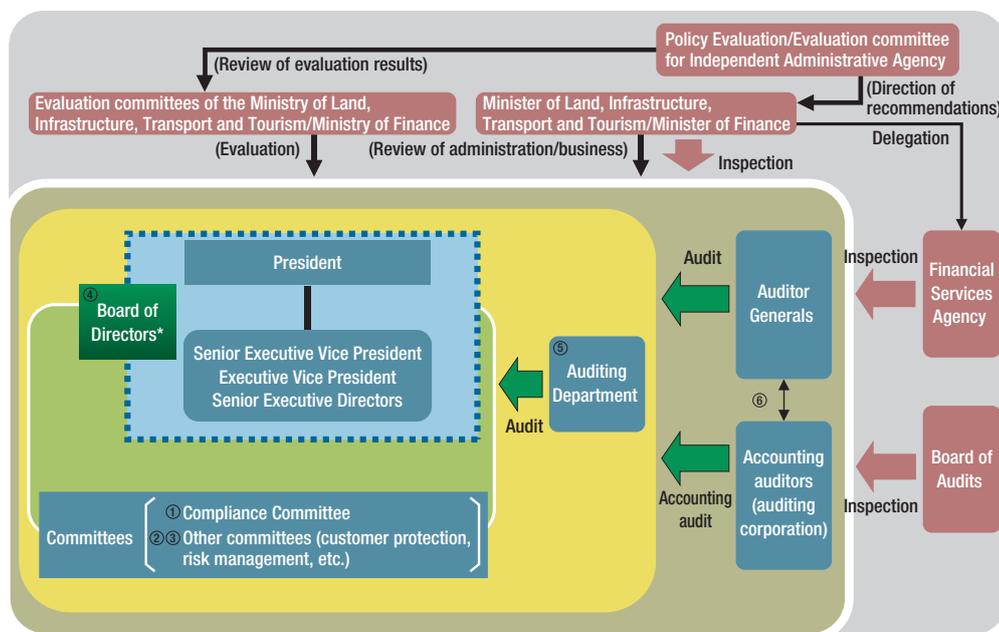


# Corporate Governance

## Governance Structure

JHF declares a fundamental policy of internal governance for the development of the internal governance system as a way to ensure proper proceedings of its business. It will continue examining the development of internal governance system and will revise the policy if necessary.



\*The Board of Directors consists of the President, Senior Executive Vice President, Executive Vice President, Senior Executive Directors and Auditor Generals (as of April 1, 2012).

### (1) Compliance

JHF has established a compliance committee among other measures to promote and ensure compliance, which includes even business ethics.

We have also developed an organizational structure to exclude relations with all forces that threaten social order and safety. To this end, JHF provides training to all executives and employees.

### (2) Administrative structure on customer protection

To protect the interests of customers and ensure their confidence, we have established committees such as a customer satisfaction committee and an office work monitoring committee to implement adequate explanations to customers, to implement proper responses to consultations from customers, and to ensure appropriate office work practices to protect personal information.

### (3) Risk management structure

JHF has developed a risk management system that includes an ALM risk management committee and a credit risk management committee to manage risks comprehensively by identifying the risks inherent to JHF business activities and their specific types and natures.

### (4) Board of Directors

As a place for making decisions on important management matters, the President sets the Board of Directors to discuss the matters with other directors. JHF clarifies administrative authority and rules for decision-making to ensure proper business operations.

### (5) Internal audits

JHF has set up an audit department, which is independent from other parts of JHF, and carries out periodic audits at the head and branch offices to ensure fair and proper operations in accordance with laws and regulations.

### (6) Auditor Generals and accounting auditors

The Auditor Generals, who are independent from JHF and work with accounting auditors, audit the status of establishment and execution of JHF corporate governance.

# Basic Policy on Internal Governance

JHF declares a fundamental policy of internal governance for the development of the internal governance system as a way to ensure proper proceedings of its business. In FY 2011, JHF revised the fundamental policy to raise awareness of compliance, encourage appropriate actions and establish a PDCA cycle in internal governance. It will continue examining the development of internal governance system and will revise the policy if necessary.

## Basic Policy on Internal Governance

To realize its management concept, the Japan Housing Finance Agency ("JHF") establishes the following internal governance systems to secure proper implementation of our business.

### 1. Systems to ensure all executives and employees implement their business in compliance with laws, rules and regulations.

- (1) Establishment of a compliance charter  
The President shall establish a compliance charter based on observance of laws, rules, and regulations in order to set codes of conduct to realize JHF's management philosophy and to enforce business conducts with its basic mission and social responsibility in mind.
- (2) Compliance enforcement system
  - i. The President shall establish and head a Compliance Committee to discuss and decide important compliance matters.
  - ii. The President shall develop rules for compliance and establish a department to oversee compliance as well as appoint an executive officer responsible for developing an agency-wide compliance enforcement system.
  - iii. The President shall create a Compliance Program each fiscal year, make it acknowledged by all employees, and promote systematic measures to establish compliance. The President shall regularly implement an intermediate inspection on how the program is conducted and make revisions if necessary, and also check employees' awareness of compliance to reflect the results to the Compliance Program.  
The President shall also create a compliance manual that sets out specific guidelines for realizing compliance and distribute it to all employees as well as conduct compliance training.
  - iv. The President shall assign a compliance activities enforcement officer in each department to promote compliance activities.
  - v. Executives and employees shall take an uncompromising stance against all forces that threaten social order and safety.
- (3) System for dealing with compliance violations
  - i. The President shall establish a system that enable prompt reporting to the department in charge of compliance when an executive or employee identifies cases that are or may be compliance violations.
  - ii. Aiming at the prevention, early detection and correction of compliance violations, the President shall set up a compliance helpline that allows employees to directly consult with or report to the department in charge of compliance or outside consultation services.
  - iii. When the department in charge of compliance is consulted upon or informed about a case violating compliance, it shall investigate the consultation and the information, discuss the case with the relevant department and take countermeasures.
- (4) Sanction for violations  
If an executive or employee has violated laws or regulations, disciplinary action shall be taken against that person in accordance with the regulations concerning disciplinary action.
- (5) Internal audit
  - i. The President shall establish Internal Auditing Department that is independent of other departments which reports directly to the President.
  - ii. The Internal Audit Department shall carry out internal audits based on internal audit regulations and report the results to the President.

### 2. Systems to manage matters related to customer protection and the storage and management of information on executing duties by executives and employees.

- (1) Ensure a system for managing customer protection-related matters
  - i. The President shall establish regulations for explanations to customers and ensure a system for providing customers with proper and adequate explanations and information on JHF products and services.
  - ii. The President shall establish regulations for customer support management and ensure a system for proper and adequate responses to consultations, requests and complaints.
  - iii. The President shall establish regulations for customer information management and ensure a system for proper management of customer information such as preventing leaks of customer information.
- (2) Privacy policy  
The President shall establish a privacy policy for proper handling of customer information as well as establish information security regulations so that information including customer information are used and managed properly.
- (3) Establishment of document management regulations
  - i. The President shall establish regulations for document management for the storage and management of information by executives and employees in the course of executing their duties.
  - ii. Auditor inspections  
Auditor shall have access to all documents as necessary.

### 3. Regulations and other systems for risk management of losses

- (1) Establishment of risk management regulations  
The President shall establish risk management regulations to manage risks properly.
- (2) Development of risk management systems
  - i. The President shall comprehensively manage risks by identifying the risks inherent to JHF business activities and their specific types and natures.
  - ii. The President shall manage risks categorized as "credit risks", "guarantee risks", "insurance risks", "market risks", "counterparty risks", "liquidity risks" and "operational risks" and, as necessary, identify important new categories of risk that should be managed according to their importance.
  - iii. The President shall establish the necessary risk management committees to properly deal with each category of risk.
  - iv. The President shall assign a department in charge of integrated risk management and assign an executive to supervise that work and acts to maintain an organizational and cross-sectional risk management system and identify problems.

v. Board of Directors shall evaluate integrated risk management and the inherent risks in new businesses and products.

- (3) Preparation of emergency measures  
The President shall take the proper precautionary measures for emergencies such as major impediments and defects, major information leaks, serious losses of trust and disasters. Additionally, the President shall undertake appropriate emergency measures when a disaster or other crisis occurs in order to resume business activities as early as possible.

### 4. Systems to ensure that executives and employees carry out their work duties effectively

- (1) Mandate administrative authority and decision making rules  
The President shall establish regulations for organization and document approvals to clarify administrative authority and decision-making rules.
- (2) Establishment of Board of Directors  
The President shall set up Board of Directors with which to discuss important management matters and contribute to the President's decision making.
- (3) Setting of performance targets and budgets for each area of business based on the Annual Plan
  - i. The President shall set specific targets, concrete actions, and budgets for each area of business in order to achieve the Annual Plan.
  - ii. In principle, the President shall assign priorities for new product development, system investments and new businesses based on contribution to the achievement of Annual Plan.
  - iii. The President shall undertake efficient allocation of human resources to each department.
  - iv. The executive officers responsible for each department shall determine concrete measures and effective systems for conducting business for their responsible departments within their responsibilities.
- (4) Quarterly management review of the Annual Plan
  - i. The executive officer in charge of the Corporate Strategy Department shall carry out a quarterly internal review of the Annual Plan and report the results to the Board of Directors.
  - ii. The President shall reexamine or set the concrete measures to be taken in individual departments or improve the work systems in the departments based on the results in i) above.
- (5) Appointment of a Chief Information Officer  
The President shall appoint a Chief Information Officer responsible for general operations in order to optimize JHF business processes and system structures.

### 5. Internal audit system to ensure appropriate business operations

- (1) Establishment of a department in charge of internal audit  
The President shall establish a direct internal audit department that is independent of other departments.
- (2) Implementation of internal audit  
The internal audit department shall implement such audit based on related rules and regulations, and report the results to the President.

### 6. System for the employees assigned to assist Auditor Generals and their independence from the President

- (1) Assistant Auditor Generals  
Assistant Auditor Generals will be assigned to support auditory work exclusively.
- (2) Independence of employees assisting Auditor Generals
  - i. Auditor Generals shall be consulted in advance regarding personnel transfers of their assistants.
  - ii. Auditor Generals shall be consulted in advance regarding the consideration of disciplinary action against their assistants.

### 7. Systems for executives and employees to report to Auditor Generals

- (1) Establish guidelines for auditing inspections
  - i. In order to ensure a smooth audit, executives and employees shall promptly cooperate with Auditor Generals or their assistant when asked to provide the necessary explanations or materials based on auditing inspection guidelines.
  - ii. Auditor Generals shall be able to attend Board Meetings or other important committees to make a suggestion.
  - iii. Executives and employees shall circulate to Auditor Generals any important documents or materials stipulated in the auditing guidelines.
- (2) Reports to Auditor Generals  
Auditor Generals shall be immediately informed when an employee has violated the law or caused an incident that significantly affects business operations or is the subject of whistle blowing from either internal or external sources.

### 8. Other systems to ensure effective audits

- (1) Opinion exchanges between the President and Auditor Generals  
Auditor Generals can exchange opinions with the President at any time.
- (2) Coordination with other auditing organizations
  - i. Auditor Generals will coordinate closely with the internal audit department in order to make use of those department's internal audits as well as request explanations and reports from the internal department.
  - ii. Auditor Generals will coordinate closely with accounting auditors and actively exchange information as well as request explanations and reports on auditing plans, systems, methods and results from accounting auditors.

### 9. Establishment of a PDCA cycle in internal control

- (1) The director in charge of the management and planning department shall check on internal control every quarter and report the results.
- (2) Based on the results in (1), the President shall improve the structure on internal control and review the fundamental policy on internal control if necessary.

# Compliance

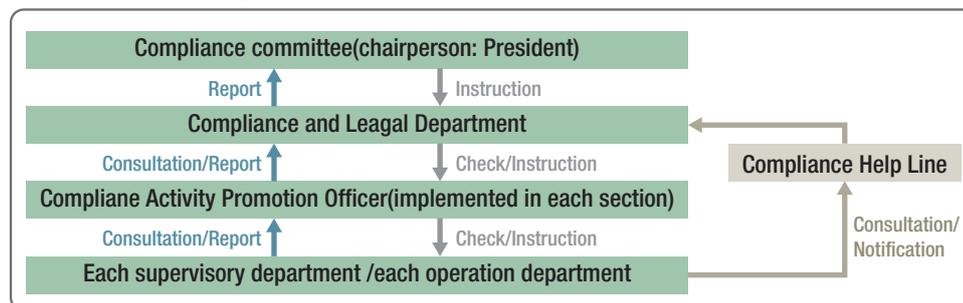
## Arrangements for compliance

In order to reliably implement compliance, JHF has set up the Compliance Committee (chairperson is President) comprising of all directors and managers of departments involved in discussing and deciding important matters related to compliance. In addition, the Compliance and Legal Department has been established as the department managing compliance, along with which, in managing the promotion of activities for compliance in each department, a person responsible for compliance is assigned for every department.

Furthermore, in order to prevent violating compliance in JHF in advance, a compliance help line has been set up in and outside the Compliance and Legal Department.

In June 2011, an employee was indicted on a bribery charge. JHF has taken this case seriously and established a committee including outside experts to identify the causes and prevent such a scandal from recurring. Officials and employees will work together to take measures to prevent recurrence to recover trust from the public.

### <JHF Compliance System>



JHF provides all executive and staff members with a pocket-size edition of its compliance manual. It will serve to guide them when they look back on actions on their jobs, or when they have difficulty making decisions.

## Fostering awareness of compliance

JHF has established the Compliance Charter as a basic principle of compliance. JHF is also making every effort to enhance awareness of compliance among staff; we have developed a compliance manual incorporating the laws, regulations, rules and social requirements pertaining to compliance to be shared by all executives and employees, and set annual compliance programs.

The compliance programs in FY 2011 included newly-set preventive measures against a scandal by employees (specific measures involving strict enforcement of compliance, control of mode of business activities, personnel management and information management) as efforts to be made by all employees. The programs also included agency-wide e-learning, compliance meetings in individual operational units (where interactive opinion exchange is conducted based on compliance topics) and the provision of compliance-related information through the in-house LAN, as well as interactive training using the case method. These educational programs help employees understand compliance and think and act based on their understanding. In addition, JHF monitors the implementation of compliance programs on a quarterly basis to steadily promote and establish compliance activities, examines such programs at the Compliance Committee and undertakes necessary revisions while consulting with outside experts. These efforts are steadily made based on the PDCA cycle.

### The Compliance Charter

1. We will comply with laws, rules and regulations as well as social norms, and attempt to undertake all jobs properly in a bid to ensure public confidence.
  - (1) Compliance with applicable laws, rules and regulations as well as socially established good standards of behavior
  - (2) Disclosure of information with willingness and impartiality
  - (3) Protection of information in a manner that prevents any leakage
  - (4) Confrontation against any anti-social parties
2. We will do our utmost to pursue customer confidence and satisfaction.
  - (1) Extending comprehensive housing loan services
  - (2) Providing information required to improve the housing environment
  - (3) Explaining matters to customers until they are satisfied
  - (4) Responding to customers in good faith
3. We will respect the personality of each and every executive and staff member and endeavor to secure workplace where he or she can comfortably work.
  - (1) Respect for the personality and character of each individual
  - (2) Set up of a workplace that can facilitate day-to-day jobs

## Responses to Anti-social Forces

JHF has established a basic policy to eliminate any relationships with anti-social forces such as organized crime syndicates, developed a manual for dealing with such anti-social forces, and coordinates with police and related organizations on such matters.

JHF basic policy for dealing with anti-social forces is posted on our website.

(URL) [http://www.jhf.go.jp/about/kikou/governance\\_compliance.html](http://www.jhf.go.jp/about/kikou/governance_compliance.html)

# Customer Protection

## Customer Support and Explanations

### ● Customer Support

JHF has undertaken the followings in order to appropriately respond to consultations and complaints from customers:

- Created a customer support manual
- Assignment of a chief customer support manager and customer support operators
- Monitors and periodically evaluates customer support activities
- Training of customer support personnel
- Established a system for reporting complaints at the financial institutions handling JHF products

### ● Explanations to Customers

JHF has undertaken the followings in order to provide adequate explanation of our products to customers:

- Created explanatory materials and a manual on how to provide explanations to customers
- Assigned a chief customer explanation manager and a customer explanation administrator
- Monitoring and periodic evaluations of customer explanation activities

## Privacy Policy

Recognizing the importance of protecting and adequately managing individuals' information in a highly-networked information society, JHF is aggressively and honestly making a commitment to comply with the Law on Protection of Personal Information Held by Incorporated Administrative Agencies (Law No. 59 of 2003) and other regulations as well as protect individuals' rights and welfare according to the privacy policy as follows:

### ● Appropriate acquisition of personal information

JHF appropriately acquires information related to customers without using unfair means or by fraud.

### ● Purpose of using personal information

JHF does not use any personal information in its possession beyond its stated purpose and limited to applications necessary for business operations.

### ● Measures for security control

JHF takes necessary measures for appropriate management of personal information in its possession, including the prevention of their leakage, loss or damage.

### ● Duties of directors and employees

Those who are mentioned in (1) and (2) below shall not tell others about any matters regarding personal information gained through the operation of JHF without permission, nor use such information for unreasonable purposes.

- (1) Directors and employees of JHF or those who have engaged in such work.
- (2) Those who are or have been engaged in handling personal information under contract with JHF

### ● Selecting and supervising consignees

When JHF contracts out all or part of the operations handling personal information, it develops criteria for judging whether consignees take adequate measures and the system was organized to ensure the security of personal information, and contracts out the consignees who meet the criteria. JHF also supervises the consignees if they are abiding by the consignment contract.

### ● Restriction of provision of personal information to the third parties

JHF does not provide private information to third parties except in specific cases.

### ● Developing and disclosing the private information file registry

For the private information JHF has on file, a private information file registry is developed according to the provisions of the Law on Protection of Personal Information Held by Incorporated

### ● Disclosure, revision and stopping the use of private information

When a request is made to disclose, revise or stop the use of private information JHF possesses, JHF responds promptly unless there are particular reasons to do otherwise, after confirming that the person who made the requests is identical to our customer.

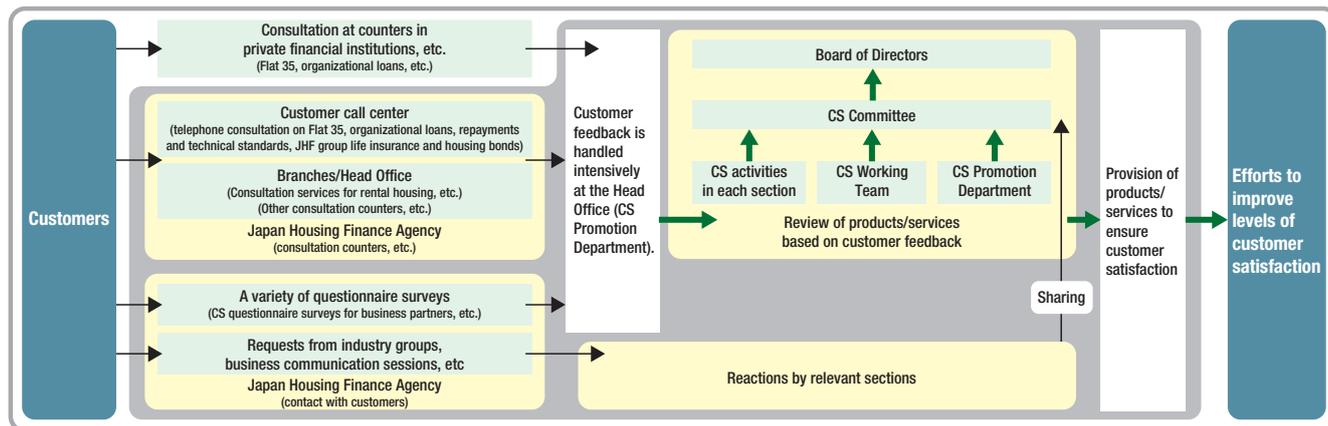
# CS Promotion

## CS promotion system

In an effort to promote customer satisfaction (CS), JHF runs a CS committee, made up of executives and relevant managers, as well as a CS working group, represented by young members engaged in CS activities across sectional boundaries. Further, it appoints a person in charge of CS activities in each section.

Feedback from customers collected through telephone counseling is analyzed intensively at the CS Promotion Department before being answered by the relevant section or reflected in service improvements and product development. CS promotion is implemented to provide products and services that ensure customer satisfaction.

### <CS promotion system>



“Cases of improvement in response to customer feedback” are available on our website

機構について	お客様の声を踏まえた改善事例
<ul style="list-style-type: none"> <li>ご挨拶</li> <li>機構の概要</li> <li>組織図</li> <li>経営理念・経営方針</li> <li>中期目標・中期計画等</li> <li>コーポレートガバナンス</li> <li>CS向上への取組               <ul style="list-style-type: none"> <li>CS行動指針</li> <li>CS推進体制</li> </ul> </li> <li>お客様の声を踏まえた改善事例</li> <li>業務方法書</li> <li>住宅金融支援機構法</li> <li>機構説明パンフレット</li> </ul>	<p>2012年6月29日現在</p> <p>目次</p> <ul style="list-style-type: none"> <li>商品・サービスの改善事例</li> <li>パンフレット・ホームページの改善事例</li> </ul> <p>お客様からいただいた貴重なご意見・ご要望をもとに、住宅金融支援機構では様々な改善に取り組んでいます。その一例をご紹介します。</p> <p>商品・サービスの改善事例</p> <p>お客様の声</p> <p>自分の残高をインターネット上でいつでも確認したり、繰上返済のシミュレーションをしたい。</p> <p>改善しました</p> <p>平成22年11月から、当機構の融資（賃貸住宅融資等以外）及び【フラット35】をご利用の方向けに、インターネット上で残高の確認や繰上返済シミュレーションができるサービス「住・My Note」を始めました。</p> <p>「住・My Note」（すまいのーと）は、こちらをご覧ください。</p> <p>(2011年2月掲載)</p>

## CS action guidelines

JHF establishes and implements CS action guidelines for CS advancement as a code of conduct for each individual.

We aim to make JHF an organization that is appreciated by all its customers, and act in an attempt to win their confidence and satisfaction.

We offer financial products and services that best suit each individual customer need.

We provide comprehensive explanations to our customers so that they are completely satisfied.

We respond to our customer promptly in good faith, taking all their voices gratefully.

We always ask ourselves what we can do for our customers and act on it.

## Efforts toward CS improvements

### ● Implementation of CS questionnaire surveys

In addition to customer feedback collected through telephone consultation, JHF conducts CS questionnaire surveys of private financial/inspection institutions to which JHF contracts out operations to collect comments and requests on JHF's services, employees' manners, etc.

The results of CS questionnaire surveys are shared with all employees through CS training and feedback to related departments, and measures are taken to resolve the matters of which many customers complain.

For example, when we receive feedback that a work manual or document is difficult to understand, we set up a review committee with accredited private financial institutions to consider revisions and hold a “Plain language strengthening month” throughout JHF so that we can increase satisfaction among our business partners.

# Risk Management

In order to properly manage business and gain the understanding and trust of the general public, JHF is maintaining its system that manages various risks that arise in day-to-day business.

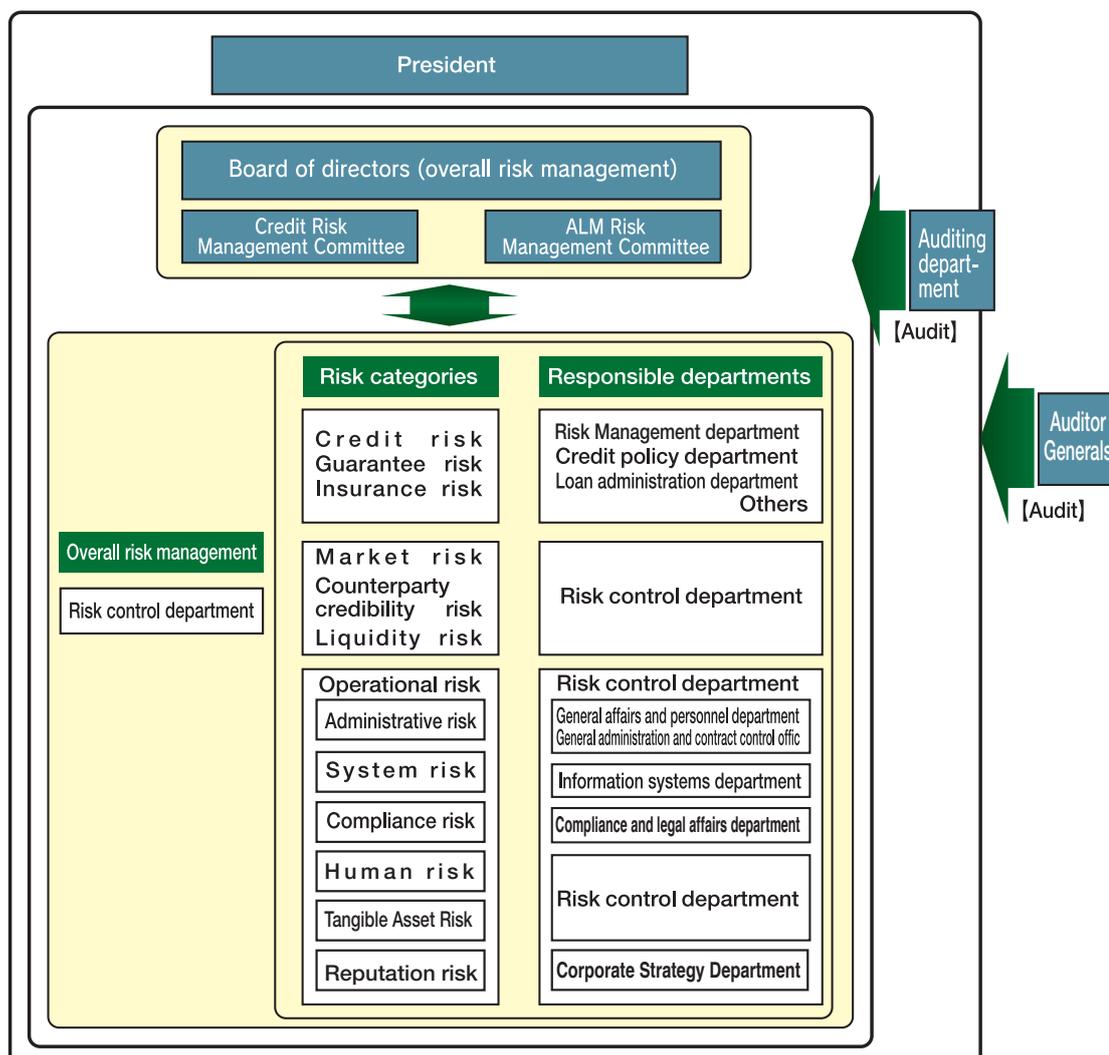
Toward this end, JHF has set up and implemented the Risk Management Manual and the Risk Management Implementing Procedures. The manual stipulates the purpose of risk management, identified and defines individual risks, specifies the risk management framework and methods, and mandates risk management auditing. The implementing procedures spell out specific methods applicable to the management of individual risks.

To achieve these efforts the manual and the procedures require JHF to manage those risks based on an in-depth understanding of their properties. JHF is also required to manage all risks comprehensively by keeping them under total evaluation in relation to its business and nature.

## Risk management system

JHF classifies risks into seven categories: credit risks, guarantee risks, insurance risks, market risks, counterparty credibility risks, liquidity risks, and operational risks. In the event of a notable change in the economy, JHF may define new categories of risks that should be managed in addition to those in the conventional categories. To manage these risks both in quantity and in quality, JHF has appointed an executive and a department to deal with each category of risks, and runs a committee to support them. For example, the credit risk management committee examines credit risks, guarantee risks and insurance risks. In parallel, the ALM risk management committee deals with market risks, counterparty credibility risks and liquidity risks. Each committee monitors risks in its territory and discusses plans and proposals concerning the management of those risks. JHF holds a specific executive and department responsible for the total management of all categories of risks. The executive and department follow and evaluate the assessment and management of individual risks and report to the board of executives regularly.

### 〈Risk management flow〉



## Credit risk

This is a risk that can cause losses to JHF with JHF held asset values depreciating or vanishing due to a decline in the credibility of debtors. Long-term housing loans account for a large part of JHF assets. JHF recognizes that buying debts or extending credit can affect its business negatively in the long term. To avoid such risks, JHF checks, analyzes and manages credit risks when it buys debts or extend credit, and when it manage debts owed to it.

### ● Examination of actual and potential debtors

JHF examines debtors when it considers buying their debts and scrutinizes potential debtors when it plans to extend credit, in accordance with the internal checking criteria and procedures.

### ● Internal asset auditing

JHF manages credit risks resulting from credit it has extended and discloses balance sheets according to the government accounting criteria. Against this backdrop, JHF audits its assets based on its self-audit procedures that comply with the Finance Inspection Manual of the Financial Services Agency. JHF classifies its assets in accordance with the possibility of loans ending up unpaid and of property values falling. It subsequently calculates necessary reserves for non-performing loans by using an expected loss ratio based on past records.

### ● Credit extension portfolio management

JHF evaluates the overall risk resulting from all debts owed to it and locates individual risks accurately. To this end, it monitors the debts by what it calls the credit extension portfolio management system. Starting with its findings, JHF analyzes housing loan statistics, estimates probable losses in the future, and rethinks required credit risk premiums. To strengthen its management of credit risk, JHF explores ways to quantify the overall risk in the credit extension portfolio management system.

## Guarantee risk

Guarantee risk is a risk that can cause unexpected losses to JHF since the occurrence of guarantee accidents goes beyond expectations that constitutes the basis of the calculation of guarantee fees. JHF extends guarantees for debts as part of its assistance with the securitization of debts. When doing so, however, JHF examines applications meticulously in an attempt to grasp, analyze and manage the overall guarantee risk.

## Insurance risk

Insurance risk is a risk that can cause unexpected losses to JHF when the occurrence of insurance accidents goes beyond expectations that constitutes the basis of the calculation of insurance premium. JHF extends mortgage insurance against non-performing housing loans to financial institutions.

When underwriting, JHF conducts proper screening. JHF also utilizes credit portfolio management system for monitoring the performance of underwritten mortgages and examines adequate reserves through future income/cost analysis.

## Market risk

Market risk is a risk that can cause losses to JHF due to financial ups and downs attributable to fluctuations in interest rates and other volatile factors. Since housing loans are its major assets, JHF is faced with prepayment risk and refunding risk.

### ● Prepayment risk

Prepayment risk is a risk that can reduce revenues from loan repayment interest rates due to an increase in repayments prior to deadlines. This can happen when interest rates are cut. JHF estimates an increase in repayments based on established prepayment models, securitizes the debts, and issues bonds spanning varying periods.

### ● Refunding risk

Refunding risk is a risk that can reduce revenues from loan repayment interest rates due to an increase in rates on borrowings. JHF manages ALM risks by using of interest rate models to estimate the cash flow of assets and liabilities in consideration of future interest rate changes, measuring the periodic profits and losses generated by the aforementioned cash flows and periodic monitoring of duration and other risk indexes

## Reference

The following is the duration of securitization assistance accounts and outstanding credit management accounts as of the end of FY 2011.

- Securitization assistance accounts: (assets) 7.68 years and (liabilities) 7.33 years
- Outstanding credit management accounts: (assets) 5.75 years and (liabilities) 4.54 years

### ● Pipeline risk

Pipeline risk is a risk that can change profits and losses due to a shift in interest rates between the buying of housing loans and the issuing of bonds. JHF executes interest rate swaps that are limited to the purpose of hedging pipeline risks in its Securitization Business and loan origination businesses.

### Counterparty credibility risk

Counterparty credibility risk is a risk that can cause losses to JHF when asset values of a counterparty, in which JHF invests excess money, drop or are lost. This can happen when the party runs into financial difficulties. With regard to the investing of excess money into government bonds, municipal bonds and government guaranteed bonds, JHF establishes a guideline regarding the credit risk management of each issuer. JHF also establishes a counterparty risk management method for uses of interest rate swap transactions with financial institutions and monitors those transactions.

### Liquidity risk

Liquidity risk is a risk that can cause losses to JHF due to uncertain liquidity of funds. This happens when JHF cannot secure funds because of financial difficulties, or when it is compelled to pay interest at far higher rates than usual simply to secure funds. For managing liquidity risk, JHF has established a floor for liquid asset holdings, and the standards are applied on a daily basis to ensure stable cash management. In addition, in accordance with the degree of liquidity squeeze, we have set three classifications (Normal, Watch, and Crisis) and developed a response measure for the Watch and Crisis situations.

Furthermore, to establish borrowing facilities and other emergency measures to ensure our ability to finance, JHF has stipulated a contingency funding plan to respond to situations that would expose us to liquidity risk.

### Operational risk

Operational risk is a risk that can cause losses to JHF due to improper business processes, misconduct of any executive or employee, a faulty information system and/or exogenous events, and includes administrative risk, system risk, legal risk, human risk, tangible asset risk and reputation risk. JHF is working to collect realized risk events to understand the circumstances causing such risk events, analyzes the causes to formulate countermeasures, self-evaluate potential risk and control method to deter its emergence, and implements Risk & Control Self-Assessment (self-assessment of risk inherent in operation and control against the risk for better operation), thereby strengthening the management system against operational risk.

#### [Definitions and Management Methods for Core Operational Risks]

##### ● Administrative risk

Administrative risk is a risk that can cause losses to JHF when any executive or staff member fails to do his job as expected, causes an accident, or commits wrongdoing.

To reduce the risk, JHF is revising its office work manual, improving office work, enhancing crosschecking between staff members, and educating them about better office work. Other efforts include organizing training sessions for staff members, encouraging voluntary inspections of office work, collecting and analyzing information on mistaken office work, and setting up countermeasures.

Further, by discussing such efforts in JHF's office work monitoring committee, it attempts to secure proper office work handling.

advertisements it plans to post. All these efforts aim to decrease compliance risk. The same department provides the executives with information on the enforcement and abolishment of the law and regulations, and court decisions that can affect JHF business. This course of action aims to prevent anyone in JHF from violating any law, rules and regulations.

##### ● System risk

System risk is a risk that can cause losses to JHF due to a failure, malfunction, defect or misuse of the information system. JHF classifies system risk according to the degree of significance and evaluates each category to set up preventative measures. It also explores a more secure system based on the information security regulations, checks and analyzes system failures and gets countermeasures into action. In preparation for serious failures, JHF enforces the crisis control manual, runs a backup center and organizes accident response drills.

##### ● Compliance risk

Compliance risk is a risk that can cause losses to JHF due to unlawful acts, inappropriate contracts, and uncertainty of legal matters related to business deals. JHF strengthens internal regulations, scrutinizes draft contracts, and gets the legal affairs department to check the contents of all advertisements it plans to post. All these efforts aim to decrease compliance risk. The same department provides the executives with information on the enforcement and abolishment of the law and regulations, and court decisions that can affect JHF business. This course of action aims to prevent anyone in JHF from violating any law, rules and regulations.

# Business Continuity Plan

JHF formulated its Business Continuity Plan in FY 2008 to ensure the following matters by continuing business operations under any circumstance such as a massive disaster or a new flu epidemic.

To minimize damage to JHF-related businesses

To prevent reduction in customer service

To improve the creditworthiness of JHFB

We will continuously improve the plan by reviewing it based on training in ordinary times and the experience in the Great East Japan Earthquake.

## 《Outline of JHF Business Continuity Plan》

### [Basic policies]

JHF continues the operations outlined below while ensuring the safety of the lives of visitors, executives, employees and other people and preventing a secondary disaster, such as fires caused by an earthquake.

- Business whose suspension will cause a detrimental effect throughout the organization (system maintenance and operations activities)
- Business whose suspension results in delays of legal or contractual obligations (treasury management, disbursement and settlement systems, etc.)
- Business whose suspension will cause adverse impact on the financial position of JHF or its counterparties (Issuance of MBS and Straight Bond)
- Business whose suspension will have a material effect on customers or persons related to the work of JHF (call center, origination, outstanding mortgage management business, etc.)

### [Priority operations that should be continued]

JHF headquarters is located in Metropolitan Tokyo. Should a major-scale disaster occur in this region, disaster headquarters headed by the President will be quickly established.

The disaster headquarters shall immediately determine policies for the deployment of human and physical resources and operational management to continue or restore priority operations.

In addition, when a major-scale disaster occurs outside Metropolitan Tokyo, a disaster victim headquarters will be established that focuses on providing loans for disaster mitigation in support of those in the disaster-affected area.

### [Execution framework for business continuity]

In order for all member of JHF to share the importance of business continuity and make such recognition embedded in daily operation, JHF conducts training for employees and executives, training for disaster headquarter establishment and management, and training for operations that should be sustained after a major disaster.

### [Measures against Infectious Diseases such as New Types of Influenza]

JHF strived to provide employees with additional information during the pandemic of New Types of Influenza in 2009 to prevent their infection and contagion. When an employee was found to have contracted New Types of Influenza, they were instructed to refrain from coming to work to prevent contagion.

Should another infectious disease outbreak threaten to affect business continuity, to prevent deterioration of our service to customers, JHF will establish an Infection Measures Prevention Headquarters and introduce policies on providing human and physical resources, and strive to their implementations.

# Disclosure

JHF accepts requests for information disclosure under the Law on Protection of Personal Information Held by Incorporated Administrative Agencies (Law No. 140 of 2001) at the window of the information disclosure and private information protection set at the Headquarters and branches across Japan. In compliance with the purpose of that law, JHF is making a further commitment to the promotion of disclosure. In order to obtain the understanding of the people, JHF discloses the details of its business, financial status, etc., as follows:

## (The above materials)

Materials	Place and manner of disclosure	Time of disclosure (scheduled)
Financial statements (statements of assets and liabilities, statements of profits and losses, documents on the dealing of profits and losses, documents on the calculation of cash flow, documents on the calculation of administrative service costs and relevant appendixes) [Documents concerning the Housing Loan Agency] Financial statements (income statement, balance sheet, inventory) Accompanying detailed statements Financial statements of administrative cost account (administrative cost account, balance sheet on GAAP base, income statement on GAAP base, cash flow statement, statement of appropriation of retained earning on GAAP base, accompanying detailed statements)	<ul style="list-style-type: none"> <li>Published in the Official Gazette</li> <li>Always prepared at each branch (*)</li> </ul>	July August
Report of settlements of accounts	<ul style="list-style-type: none"> <li>Always prepared at each branch (*)</li> </ul>	August
Comments of the auditor and accounting auditor on the financial statements and final accounts reports [Documents concerning the Housing Loan Agency] Comments of the auditor on the financial statements and final accounts reports	<ul style="list-style-type: none"> <li>Always prepared at each branch (*)</li> </ul>	August
Report on activities [Documents concerning the Housing Loan Agency] Report on activities	<ul style="list-style-type: none"> <li>Always prepared at each branch (*)</li> </ul>	August
Business report	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	August
Disclosure booklet (this document)	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	August
Criteria for the payment of salaries and retirement benefits for directors and employees	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	At every revision (modification)
Rules concerning the style of contracts	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	At every revision (modification)
Method of calculating usage fees, commissions and other charges collected when applicable by law	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	At every revision (modification)
Report on the evaluation of business	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	September
Report on the evaluation of policies	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	—
Report on the latest audit by the Board of Audit	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	December
Issues related to associated organizations (what is stipulated in item 3, paragraph 1, article 22 of the law (Law Concerning Disclosure of Information Owned by Independent Organizations, Law No. 140 of 2001), the names of organizations, activities and relation with JHF, and significant business transactions with JHF, and the names and titles of the person who serve both JHF and any such agency as executives)	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	August
Personal data file	<ul style="list-style-type: none"> <li>Always prepared at each branch</li> </ul>	At every revision (modification)
Details of business, performance, outline of organization, state of finance, etc.	<ul style="list-style-type: none"> <li>Website (<a href="http://www.jhf.go.jp">http://www.jhf.go.jp</a>)</li> </ul>	At every revision (modification)

The above materials are also available on JHF website.  
(Only in Japanese)



Website

Documents marked with (\*) are compiled into single-volume booklets that go on sale at bookstores (with the exclusion of documents concerning the calculation of GHLC administrative cost, the GHLC final accounts reports, and the statements of auditors on such reports).



Window of the information disclosure and private information protection (Head Office)