



## Materials for Large Meeting

July 7, 2023

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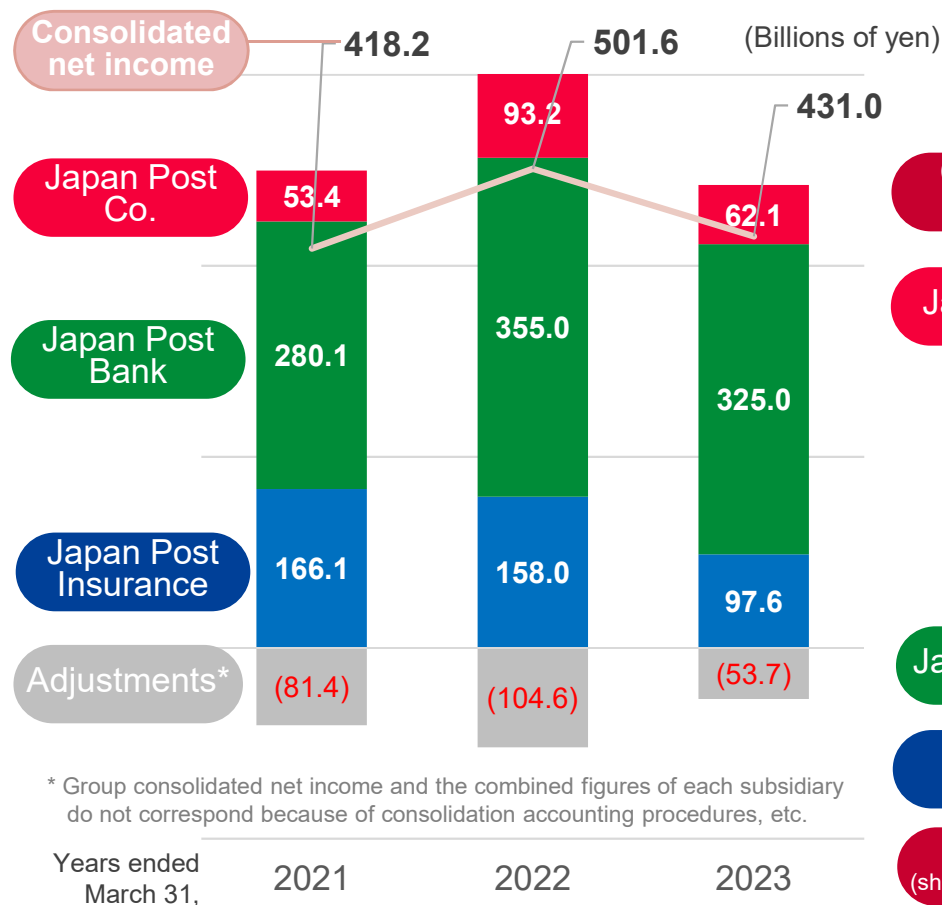
# FY2022 Results and FY2023 Forecast

## Key Points

- Group consolidated net income for the fiscal year ended March 31, 2023 was **¥431.0 billion, exceeding the full-year forecast of ¥400.0 billion.**
- Group consolidated net income for the fiscal year ending March 31, 2024 **is forecast at ¥240.0 billion, down ¥191.0 billion year on year.**
  - Decrease in net income will be attributable partly to a ¥97.0 billion decrease due to lower equity interests in Japan Post Bank.
  - Currently, the number of parcels such as Yu-Pack items handled increased 1.1% year on year (cumulative total as of May 31), and Japan Post Insurance's sales activity is on a growth trend compared to the previous fiscal year.
  - We aim to achieve results targets **by improving and strengthening the Group's core businesses, promoting the real estate business, etc.** amid the severe business climate, with expenses expected to climb due to rising personnel expenses and increases in the price of goods.

- Group consolidated net income was ¥431.0 billion, exceeding the forecast albeit a year-on-year decline.
- Although Japan Post Co.'s post office business posted higher net income year on year, its postal and domestic logistics business posted lower net income year on year, mainly due to the struggling parcel segment caused by intensified competition with other companies. As a result, Japan Post Co.'s performance was almost in line with the forecast.

## Trends in net income for the past 3 fiscal years



\* Group consolidated net income and the combined figures of each subsidiary do not correspond because of consolidation accounting procedures, etc.

## Comparison with forecasts and year-on-year changes

	Results forecast for the fiscal year ended Mar. 31, 2023	Results for the fiscal year ended Mar.31, 2023	Year-on-year change
Consolidated net income	¥400.0 bil.	¥431.0 bil.	¥(70.6) bil.
Japan Post Co.	¥60.0 bil.	¥62.1 bil.	¥(31.1) bil.
Postal and domestic logistics*	¥55.0 bil.	¥32.8 bil.	¥(69.3) bil.
Post office*	¥35.0 bil.	¥49.3 bil.	+¥24.7 bil.
Int'l logistics*	¥5.0 bil.	¥10.7 bil.	¥(18.0) bil.
Japan Post Bank	¥320.0 bil.	¥325.0 bil.	¥(30.0) bil.
Japan Post Insurance	¥97.0 bil. (Initial plan: ¥71.0 bil.)	¥97.6 bil.	¥(60.4) bil.
ROE (shareholders' equity basis)	—	4.4%	—

Notes: \* Figures less than ¥0.1 billion are rounded down. The figures of Japan Post Holdings (consolidated) and the combined figures of each subsidiary do not correspond because of other consolidated accounting procedures, etc.

\* The amounts of net income attributable to Japan Post Holdings, net income attributable to Japan Post Co., net income attributable to Japan Post Bank and net income attributable to Japan Post Insurance have been used for net income of Japan Post Holdings (consolidated), Japan Post Co. (consolidated), Japan Post Bank (consolidated) and Japan Post Insurance (consolidated), respectively.

\* The figures of each business under Japan Post Co. are net operating income, and the combined figures of each business do not correspond to net income of Japan Post Co.

- The business environment surrounding the Group is expected to become even more challenging than in the previous fiscal year due to rising personnel expenses and prices.
- Japan Post Co.'s postal and domestic logistics business will offset a decline in mail volume with an increase in parcel volume, but net income is expected to decline year on year due to higher expenses.
- Japan Post Bank is expected to post a year-on-year increase in net income as a result of gains on sales associated with risk adjustment operations.
- Japan Post Insurance is expected to see a year-on-year decline in net income due to a decrease in policies in force.

## Forecast

### Group consolidated net income

**¥240.0 billion**

Decrease [¥(191.0) bil. (44.3)%]

- A decrease of ¥97.0 billion in net income is expected due to a decrease in the shareholding ratio of Japan Post Bank shares (89% → 60%).

### Japan Post Co. Net income

**¥7.0 billion**

Decrease [¥(55.1) bil. (88.7)%]

- Although we expect an increase in income from Yu-Pack and other parcels and an increase in income from the real estate business, net income is expected to decrease due to factors such as a continued decline in the volume of mail handled as a result of the progress of digitalization, and an increase in personnel and other expenses mainly due to rising prices, investment to address the issues of aging facilities and equipment, and growth-oriented investment.

Net operating income

Postal and domestic logistics

**¥(33.0) billion** [¥(65.8) bil. (-)%]

Post office

**¥43.0 billion** [¥(6.3) bil. (12.8)%]

Int'l logistics

**¥12.0 billion** [¥+1.2 bil. +11.2%]

### Japan Post Bank Net income

**¥335.0 billion**

Increase [¥+9.9 bil. +3.1%]

- Net income is expected to increase mainly due to gains on sales of shares and other assets associated with risk adjustment operations and an increase in net fees and commissions.

### Japan Post Insurance Net income

**¥72.0 billion**

Decrease [¥(25.6) bil. (26.2)%]

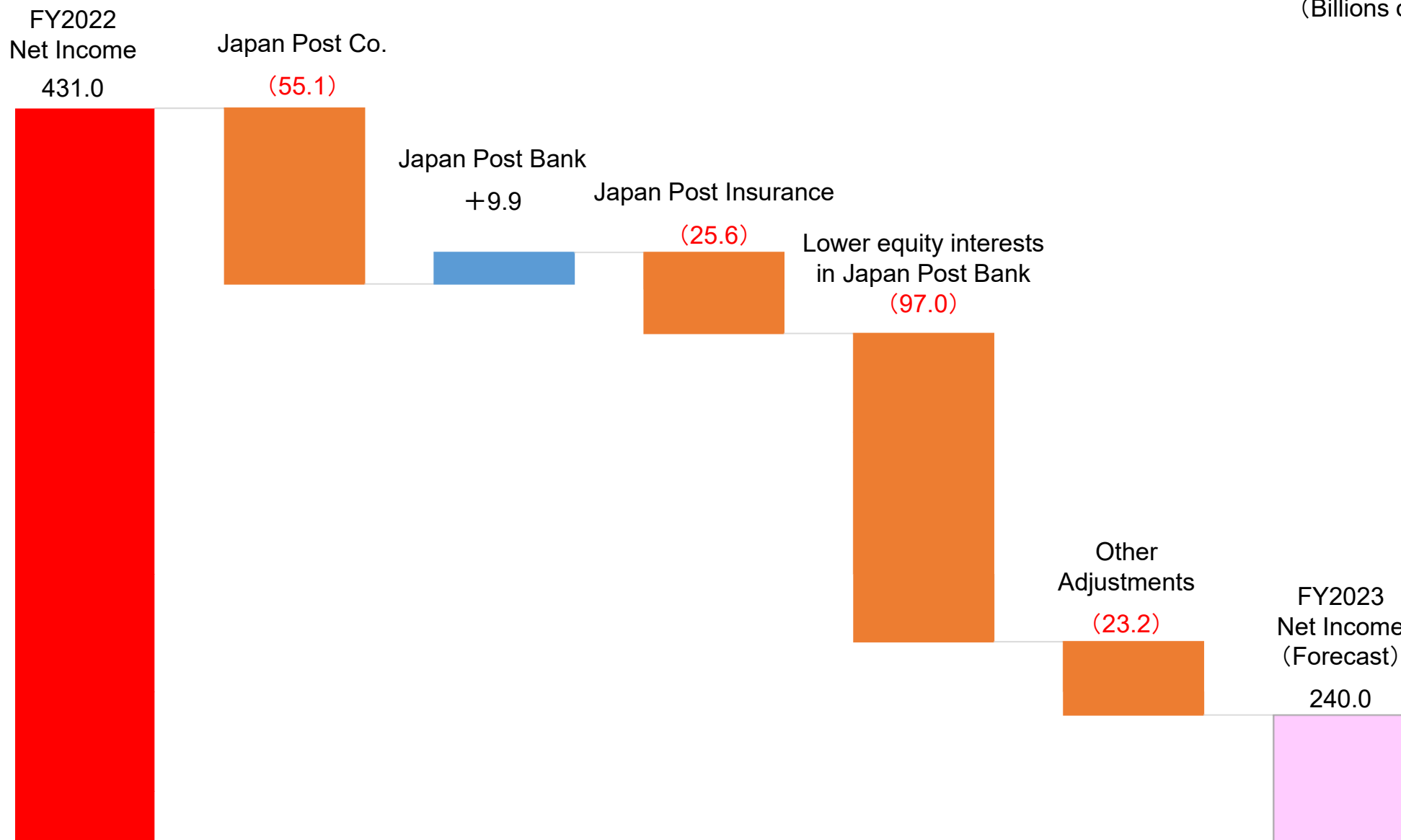
- Net income is expected to decrease due to a decrease in policies in force, etc.

\* Figures and percentages in brackets [ ] are comparisons with the previous fiscal year's results.

# FY2023 Forecast (2)

## Net Income Forecast and Increase, Decrease

(Billions of yen)



# Progress of Medium-term Management Plan



## Key Points

- Cooperation with companies, etc. outside the Group in order to achieve Co-creation platform  
: Capital and business alliance with the Rakuten Group, collaboration with Sagawa Express, Aflac, etc., and **new collaboration with the Yamato Group**.
- DX promotion: Plan to release a Group platform app and Group common IDs
- Improving and strengthening the Group's core businesses, promotion of the real estate business
  - Postal and domestic logistics: As the volume of mail items continues to decline as a result of digitalization, we will work to increase parcel income by strengthening our collaborations with other companies, such as the Yamato Group, expanding our B-to-B business, and appropriately reflecting service costs in our prices.
  - Real estate: Hiroshima JP Building and Kuramae JP Terrace were completed in FY2022. In FY2023, we will complete large-scale projects, Azabudai Hills Mori JP Tower, Gotanda JP Building and JP Tower Osaka, and also promote the use of well-located real estate such as Kojimachi Post Office.

# Initiatives and Progress of Medium-term Management Plan

- In the past 2 years, we steadily implemented cooperation with companies, etc. outside the Group, promoted DX, improved and strengthened the Group's core businesses, and created new businesses in order to achieve a co-creation platform.

FY2021

FY2022

FY2023

## Cooperation with companies, etc. outside the Group

- Collaboration with Rakuten Group
- Collaboration with Sagawa Express
- Strategic alliance based on capital relationship with Aflac

- Launch of support for application for issuance of Individual Number Card

- Strengthening of cooperation with companies outside the Group, such as the Yamato Group, to contribute to earnings and to explore new business opportunities

## DX promotion

- Establishment of JP Digital Co., Ltd.
- Implementation of trial delivery using drones and delivery robots

- Launch of a demonstration project for the realization of "post office of the future"

- Expansion of services that can be provided over the Internet
- Further promotion of efficiency improvement

## Improving and strengthening the Group's core businesses, promotion of the real estate business, etc.

- Establishment of the Japan Post Insurance's new sales system  
→ Began operations under new system from April 2022
- Establishment of JP Rakuten Logistics, Inc.

- Launch of new medical rider, *Motto-Sono-hi-kara Plus*
- Reorganization of logistics business  
→ Established JP LOGISTICS GROUP Co., Ltd. in April 2023
- Completion of Hiroshima JP Building, etc.

- Increase parcel income
- Increase customer-oriented sales activities for financial products
- Revision of *Hajime no Kampo* (educational endowment insurance (H24))
- Completion of large-scale projects (JP Tower Osaka, etc.)

## Cooperation with companies, etc. outside the Group

- Expand earnings from core businesses through collaboration
- Identification of new businesses that will become future pillars of management
- Expand the role of post offices and improve profitability through collaboration with local governments, etc.

## DX promotion

- Service expansion and streamlining of front-line and back-office operations through DX measures and system reforms (containment of personnel expenses)

## Improving and strengthening the Group's core businesses, creating new businesses

### Postal and domestic logistics

- Strengthen cooperation with other companies, leveraging our last-one-mile delivery network
- Expand B-to-B business
- Appropriate pricing that reflects service costs

to increase  
parcel income

### Post office

- Activate customer-oriented sales activities for financial products

### International logistics

- Strengthen and expand logistics business in Asia

### Japan Post Bank

- Deepen market operations and risk management
- Expand digital services, etc.
- Promote new corporate business ( $\Sigma$  (sigma) business)

### Japan Post Insurance

- Initiatives to build the foundation for sales
- Business model reform

### Real estate

- Develop Group-owned real estate
- Investment in non-Group real estate
- Reinforce a system to improve leasing sales capabilities

- We aim to create a “Co-creation Platform” that supports customers and local communities by providing integrated services within the Group, leveraging our post office network, the Group's greatest strength, while seeking partnership with a diverse range of companies, etc. outside the Group, which we have never had.

## ■ Admin work contracts with local governments

(1) Issuing certifications

(2) Admin work other than (1)

(3) Contracted counter services, etc.

Selling bus coupons and other products to customers

Issuing senior citizen bus/train passes to customers

Handling of procedures for local governments

(4) Electronic certificate-related admin services for Individual Number Card

## ■ Local co-creation initiatives

### ■ Dispatching junior and mid-level Group employees to regional ventures, etc.

Recipient entities (actual)

Ishinomaki City, Miyagi Pref.

Makigumi, Inc. and Ishinomaki Farm (general incorporated association)

Owase City, Mie Pref.

Next Commons Lab (general incorporated association)

## ■ Collaboration and business alliances with companies outside the Group

### ■ Capital and business alliance with Rakuten Group

Establishment of JP Rakuten Logistics aiming to handle more parcels

Handling of Rakuten Card with the design that features Japan Post Bank

### ■ Business alliance with Sagawa Express

Nationwide roll-out of small delivery parcel (Yu-Packet) transportation/delivery

Delivery of Post Office Catalog products by Hikyaku Cool Express service

### ■ Collaboration with Yamato Group

Unification of transportation/delivery of postal delivery products

Alleviating the “2024 Problem” and contributing to environmental issues

### ■ Cooperation with regional financial institutions

Establishment of ATM areas at post offices for regional financial institutions

Accepting and handling banking procedures at post offices

# Status of Capital and Business Alliance with Rakuten Group

- In March 2021, Japan Post Holdings provided Rakuten with approx. ¥150.0 billion in funding. The two agreed on operational partnerships in various areas, including logistics, mobile, and DX.
- In particular, in the logistics field, JP Rakuten Logistics, Inc. was established to handle Rakuten Market's growing parcels and to promote logistics DX.
- In financial, retail and other various fields, we consider and implement measures for increasing corporate value through partnerships.

Category	Measures and initiatives	Synergy
Logistics	➤ With <b>the establishment of JP Rakuten Logistics</b> (July 2021), secure Rakuten Market's growing parcels and accelerate logistics DX	<b>Shortening delivery lead times and improving logistics cost efficiency</b> by creating collaborative logistics sites (promoting logistics DX)
DX	➤ Established <b>JP Digital Co., Ltd.</b> (July 2021), headed by CDO Iida from Rakuten Group, and institute operational reforms to create “ <b>post office of the future</b> ” ➤ <b>Sales of NFT* art</b> , such as original images used to make stamps (from October 2022)	<b>Improving convenience by promoting DX in the Japan Post Group</b>
Financial service	➤ <b>Started offering Rakuten Cards (with Japan Post Bank design)</b> (from December 2021) ➤ Provided information regarding Rakuten pet insurance (pilot test) (July to September 2022) ➤ Discussion and consideration regarding cooperation in the <b>insurance field</b>	<b>Improving customer satisfaction</b> through cooperations in the <b>cashless payment field</b> and insurance products and services
Retailing	➤ <b>Opened e-commerce shop</b> for Japan Post Trading Service <b>on Rakuten Market</b> (from March 2022) ➤ <b>Catalog sales</b> of Rakuten Market products <b>through post offices</b> (April to June 2022)	<b>Creating new sales opportunities by leveraging mutual strengths of e-commerce and brick-and-mortar shops</b>
Mobile	➤ <b>Rakuten Mobile reception at post offices</b> (from June 2021)	<b>Expansion and enrichment of the Rakuten Ecosystem (economic sphere)*</b> through mutual supplementation between brick-and-mortar post offices and Rakuten's digital technology
Other	➤ <b>Three-party collaboration with Hokkaido</b> (from March 2022) ➤ Rakuten Market + JP Showroom (February 2022)	<b>Increasing corporate value and contributing to the community through partnerships in diverse fields</b>

\* Non-Fungible Token (NFT): Digital data linked to non-falsifiable ownership certificates, including transaction history data.

\* Rakuten Ecosystem (economic sphere): Rakuten's vision of a system in which all services used in one's life can be provided by Rakuten and via a Rakuten ID.

# Status of DX Promotion

- In FY2023, we prepare a shared platform for Group-wide measures, etc., with the goal of expanding and enriching services and improving efficiency through the use of digital technology.

		FY2023	FY2024	FY2025
Group-wide	Group platform app	▲ Multi-stage function expansion/enrichment <b>Oct. 2023 Release planned</b>		
	Group-wide common IDs	▲ Multi-stage coordination expansion <b>Jul. 2023 Release planned</b>		
	Group customer management platform	▲ Integration and aggregation of data consented to by customers based on Group-wide common IDs (Data to be used will be expanded in stages as system preparation makes progress, etc.) <b>Jun. 2023 Release</b>		
Post Office	Expansion of cashless payment	▲ Expansion of usage of cashless payment <b>End of Sep. 2023 Available in all post offices</b>		
	Tablet deployment	Expansion of deployment of tablets		
	Expansion and enrichment of digital services	Expansion of use of digital ticket issuing systems, self-checkout machines at postal counters, etc.		
		Expansion of financial contact centers		
Postal and domestic logistics	Operation reforms	Use of telematics, AI, etc., to improve efficiency of pickup, delivery and transport operations, etc.		
	Promotion of P-DX-focused initiatives	▲ <b>Feb. 2024</b> Overhauling of current systems infrastructure Introduction of new devices (smartphones) for use by employees working in the field		
		P-DX consideration and development		Multi-stage release
JAPAN POST BANK	Enrichment of online services	Gradual expansion of functions of Yucho Bankbook App, etc.		
	Creation of co-creation platform	Multi-stage promotion of app-based advertising/collaboration with partner companies		
JAPAN POST INSURANCE	Business model reforms	Optimized proposals through online accompaniment (expanded in stages)		
	Enrichment of online services	Expansion of range of procedures that can be handled online		



# Improving and Strengthening the Group's Core Businesses – Postal and Domestic Logistics Business

Increase parcel income through

- Cooperation with other companies, leveraging our last-one-mile delivery network
- Expansion of B-to-B business
- Appropriate pricing that reflects service costs

## Measures to appropriately reflect service costs in our prices

### Postal rates

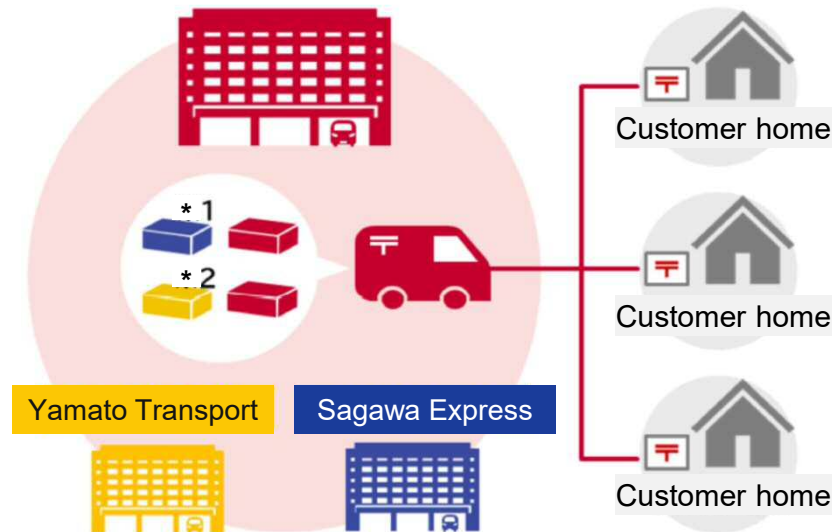
We are deliberating revisions to postal rates, based on the income/expenses balance by business classification of FY2022.

### Parcel freight rates

On October 1, 2023, we will raise our Yu-Pack basic shipping charge by an average of 10% with the aim of achieving sustainable growth.

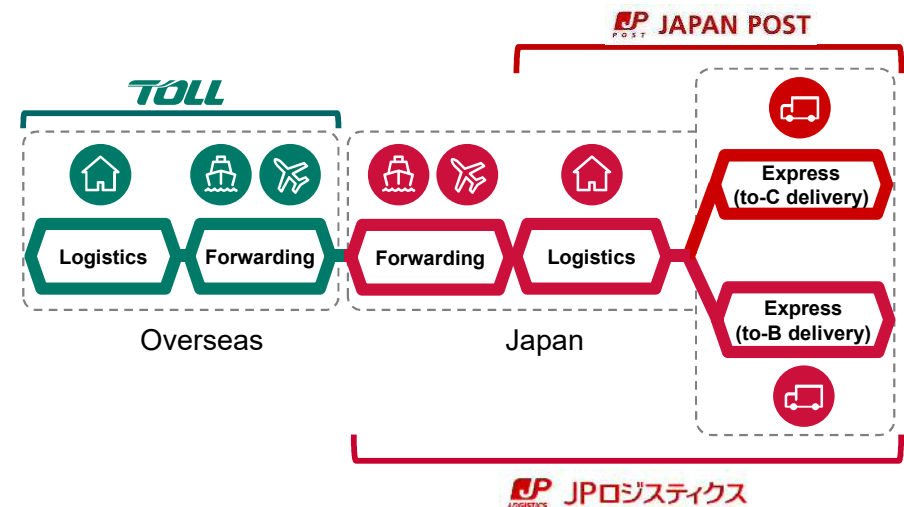
## Cooperation with other companies

Share use of logistics services and networks with other companies, and implement other initiatives



## Expansion of B-to-B business

Build efficient and speedy comprehensive distribution system and reorganize business to make it possible to offer higher quality services



\*1 Hikyaku Yu-Packet Express was launched in November 2021 and Hikyaku Global Post was launched in February 2022.

\*2 On June 19, 2023, we concluded a basic agreement with Yamato HD and Yamato Transport to promote sustainable postal services.

# Promotion of Real Estate Business

- In FY2022, we completed construction of Hiroshima JP Building (August 2022) and Kuramae JP Terrace (March 2023). Net operating income fell by ¥6.8 billion year on year due to the recording of expenses related to construction completion, the tenant changeover in existing buildings, etc.
- In FY2023, we will promote the development of real estate owned by the Group to secure stable earnings, taking into consideration real estate market conditions, as in the previous fiscal year. We also predict an increase in net operating income due to a temporary rise in operating income resulting from real estate sales.

## Properties developed/under development

### FY2022

Property name	Total floor area
Hiroshima JP Building (Aug.)	Approx. 44,200 m <sup>2</sup>
Kuramae JP Terrace (Mar.)	Approx. 99,700 m <sup>2</sup>

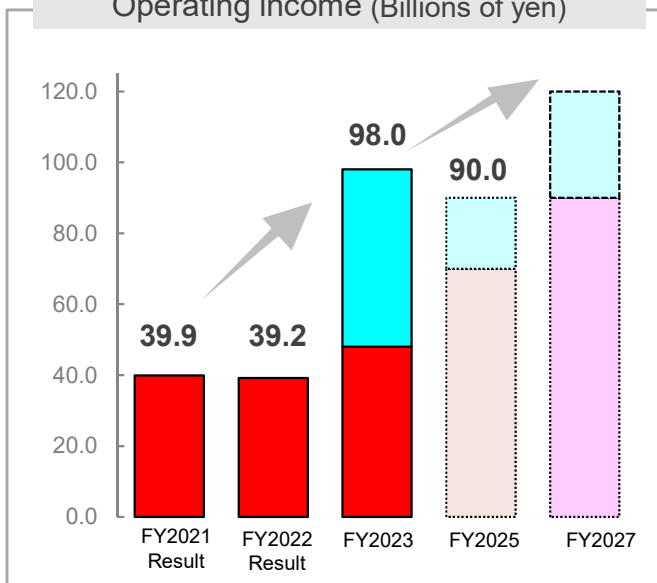
### FY2023 (Planned)

Property name	Total floor area
Azabudai Hills Mori JP Tower (Jul.) (formerly Japan Post Tokyo Regional Office, Azabu Post Office)	Approx. 461,700 m <sup>2</sup> * * A district

Property name	Total floor area
Gotanda JP Building (Dec.) (formerly U-Port)	Approx. 69,000 m <sup>2</sup>
JP Tower Osaka (Mar.) (formerly Osaka Central Post Office)	Approx. 227,000 m <sup>2</sup>

\* KITTE OSAKA is planned to go into operation in July 2024

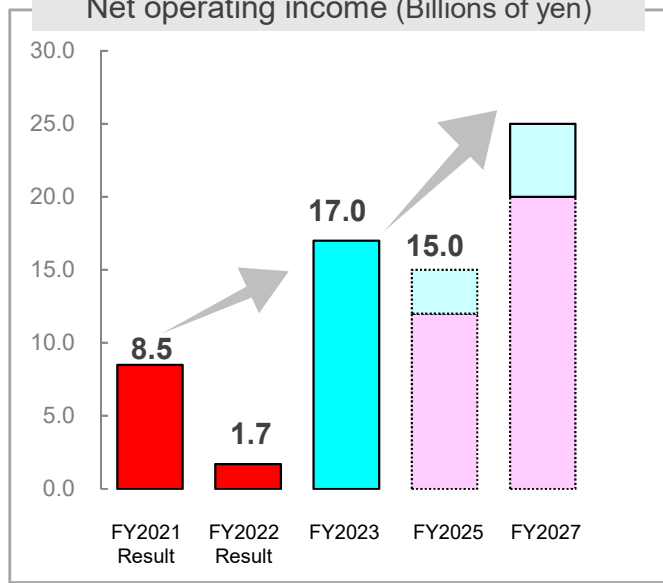
### Operating income (Billions of yen)



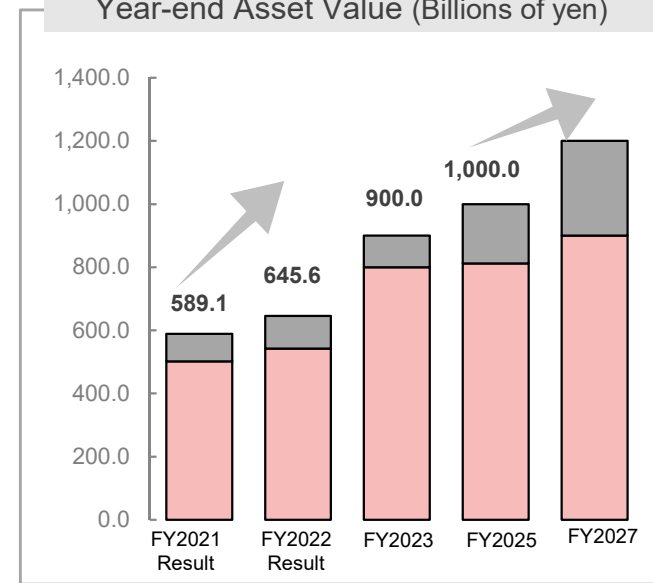
For rent

For sale

### Net operating income (Billions of yen)



### Year-end Asset Value (Billions of yen)

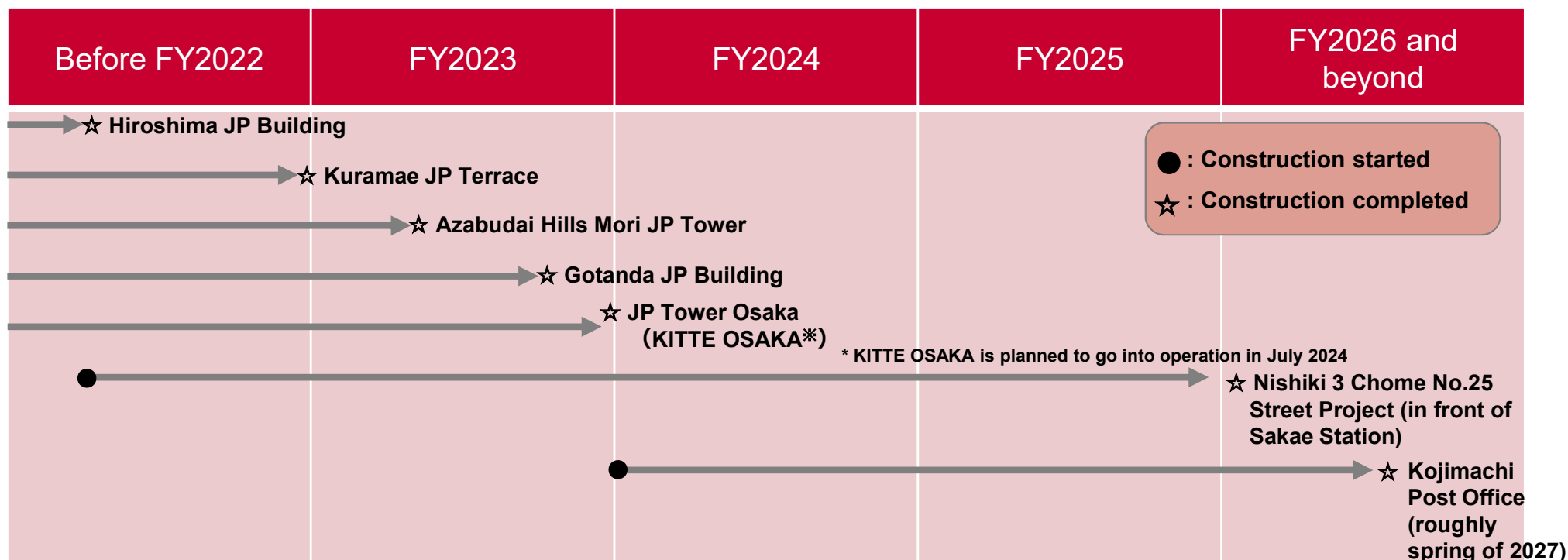


Development of Group-owned real estate  
Investment in non-Group real estate



# Promotion of Real Estate Business –

## Major Properties Developed/under Development (Development Schedule)



Hiroshima JP Building



Kuramae JP Terrace



Conceptual image of  
Azabudai Hills Mori JP Tower

- The Medium-term Management Plan JP Vision 2025 sets **the ESG target of building a sustainable society, by providing lifelong support in an era where anyone can live to 100, and contributing to the development and revitalization of regional communities all over Japan**, and clearly states that **the Group will promote sustainability management**.
- In terms of greenhouse gas (GHG) emissions reduction, we are working to **achieve carbon neutrality by 2050, with a mid-term target of a 46% reduction in GHG emissions in FY 2030 (compared to FY2019)**.

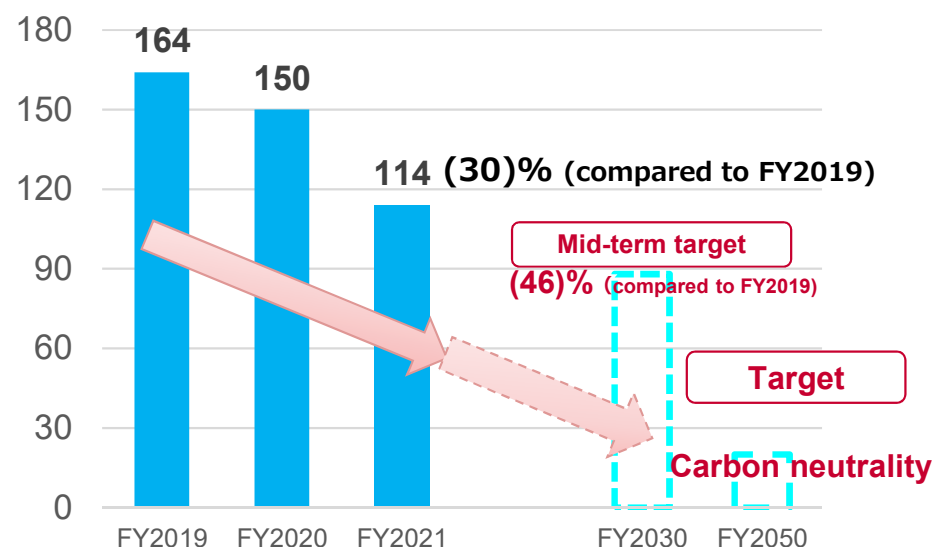
## GHG emissions

**46% reduction by FY2030** (compared to FY2019) (Notes 1, 2)

**Aiming to achieve carbon neutrality by 2050** (Note 2)

## Trends in GHG emissions<sup>(Note)</sup>

(10 thousand t-CO<sub>2</sub>)



Notes: 1. Scope 1 and Scope 2 results for Japan Post Holdings, Japan Post Co., Japan Post Bank, Japan Post Insurance, Japan Post Transport, and Toll, which account for the majority of the Group's emissions  
 2. Reduction results include the sale of the accommodation business and Toll's global express business.  
 3. FY2022 results will be announced on the Company's website.  
<https://www.japanpost.jp/en/sustainability/library/data/>

## Working toward carbon neutrality

### ◎ Key initiatives for FY2021 to FY2025

- Collection and delivery vehicles, etc. (approx. 20% of current emissions)
  - ✓ Expand introduction of EVs, etc.

	No. of EV four-wheel vehicles	No. of EV motorcycles
End of FY2022	3,350	9,300
During Plan period	13,500	28,000

- Electricity used at facilities (approx. 80% of current emissions)
  - ✓ Promotion of energy conservation (switch to LEDs, etc.)
  - ✓ Switching electricity use in phases to those with lower carbon emission coefficients (higher renewable energy rate), while taking into account market conditions such as renewable energy supply and costs.

◎ Further promote efforts toward FY2030, aiming for a **46% reduction in GHG emissions**.



Post Office<sup>®</sup>  
 Maruyama Post Office (Minamiboso City, Chiba Prefecture)



EV vehicles

- The Group Human Resources Policy was formulated to realize a human resources strategy linked to the management strategy and to implement human capital management in the Japan Post Group, aiming to clarify the direction of personnel policies toward building an ideal organization and achieve the management philosophy and Medium-term Management Plan.
- While reviewing personnel systems and developing measures based on this policy and supporting employee growth and challenges, we will realize workplaces in which all employees, especially front-line employees, feel pride and satisfaction and contribute to sustainable improvement of corporate value, customer happiness, and regional development.

## Overall Group Human Resources Policy

### [Our goals] Higher sense of pride and satisfaction in our job

- ◆ We bring employees higher sense of pride and satisfaction (engagement) and improve employee happiness and productivity.

Main indicators and targets	Achievements
<ul style="list-style-type: none"> <li>Periodic quantitative assessment of employee pride and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>To be disclosed in the following fiscal year on</li> </ul>

### [Environment] Enhancing capabilities

- ◆ Emphasize challenges and desire to grow, and foster a sense of rewards for making efforts through self-directed career development and acquisition of skills necessary for DX promotion, etc.

Main indicators and targets	Achievements
<ul style="list-style-type: none"> <li>Head office (all employees), regional offices (eligible employees) DX training participation rate: 100% (FY2025)</li> </ul>	<ul style="list-style-type: none"> <li>Head office* participation rate: 95.3% (FY2022)</li> </ul>

\*Excluding head office-affiliated organizations, etc.

### [Environment] Demonstrating strengths

- ◆ Encourage employees to demonstrate their own strengths and creativity by fostering a sense that they are the right personnel working in the right place and by transforming the organization into an open and comfortable one.

Main indicators and targets	Achievements
<ul style="list-style-type: none"> <li>Average number of annual leave days taken: 18 days or more</li> <li>Establishment of new indicators for assigning the right person in the right place</li> </ul>	<ul style="list-style-type: none"> <li>Average of 18.9 days (FY2022)</li> <li>To be disclosed in the following fiscal year on</li> </ul>

### [Foundations] Accepting the differences in each other

- ◆ A sense of security is ensured and innovation is encouraged when employees are healthy, and individual differences, abilities and diverse work styles are recognized and respected.

Main indicators and targets	Achievements
<ul style="list-style-type: none"> <li>Maternity leave acquisition rate at 100% for both men and women</li> <li>Average number of days of male maternity leave: 1 month or more</li> <li>Disabled person employment ratio: 2.5% (FY2024)</li> <li>Ratio of female managers at head office: 30% (FY2030)</li> </ul>	<ul style="list-style-type: none"> <li>Women: 100%, Men: 76.7% (FY2022)</li> <li>Average number of days: 30.5 days (FY2022)</li> <li>2.42% (as of June 2022)</li> <li>15.2% (FY2022)</li> </ul>

# Capital Policy

## Key Points

### ■ Sale of Japan Post Bank shares:

A portion of shares in Japan Post Bank was sold in March 2023, securing approximately ¥1.2 trillion of income. We will use these funds to invest in growth areas, as well as for share repurchases.

### ■ Growth Investment

We will consider investing in growth areas, such as parcels, real estate, and DX.

### ■ Share repurchases

We repurchased a total of ¥200.0 billion of shares in FY2022. We will repurchase ¥300.0 billion of shares in FY2023 and consider further share repurchases after these repurchases are completed.

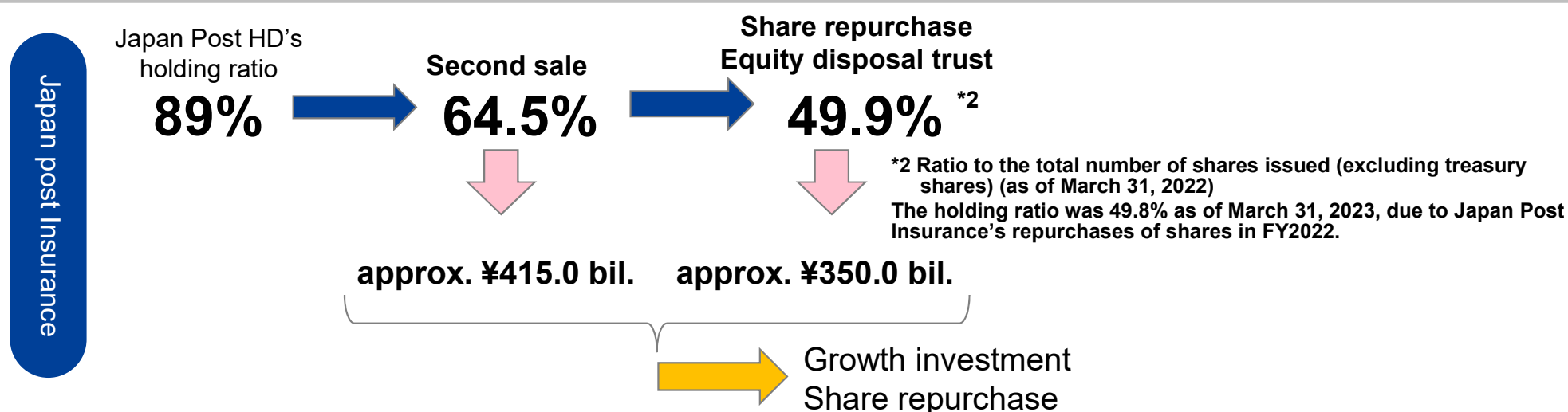
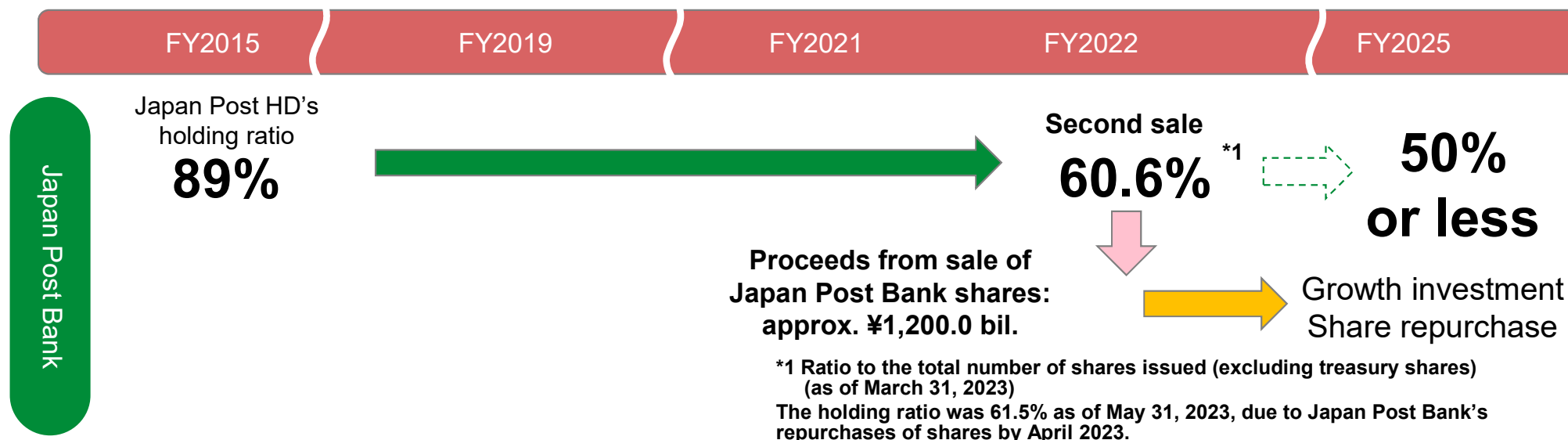
### ■ Dividend

Maintain an annual dividend of ¥50 per share during the JP Vision 2025 period.



# Capital Policy – Sale of Shares in Two Financial Subsidiaries

- Policy to dispose of shares so that the Company's equity interests in the two financial subsidiaries will be 50% or less during the period of this Medium-term Management Plan
- Partial sale of Japan Post Bank shares in March 2023, securing proceeds of ¥1.2 trillion
- Proceeds from the sale will be used for investment in growth and share repurchases.



- Through our Medium-term Management Plan, we have declared our intent to engage in investment that contributes to the growth of the Group.
  - Total of approx. ¥430.0 billion in strategic IT investment, such as the promotion of P-DX in the postal and domestic logistics business
  - Total of approx. ¥500.0 billion in real estate investment
  - Total of approx. ¥550.0 billion to ¥1 trillion in new businesses, including M&As
- So far, investment has been allocated to improving the efficiency of collection, transport and delivery operations, the expansion of the real estate business, and investment in startup companies, etc.
- The Group will allocate some of the funds generated through the sale of Japan Post Bank shares in March 2023 to investment in growth fields, including M&As. We will consider investing in domestic logistics businesses and domestic real estate businesses with a high level of affinity with our existing businesses, and in equipment, etc., used in the digitalization of the logistics and other fields.

## Conceptual image of Group growth-oriented investment



**P-DX**



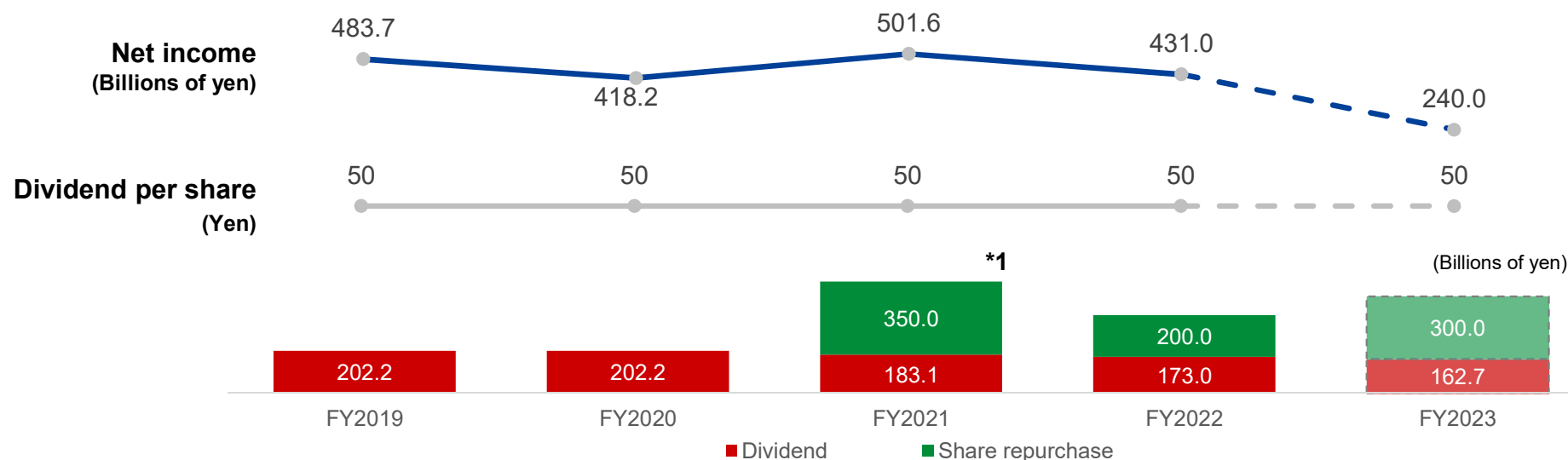
**Domestic logistics,  
domestic real estate, etc.**



**Expansion of real estate  
business**

# Capital Policy – Shareholder Return Policy

- Policy to maintain an annual dividend of ¥50 per share during the JP Vision 2025 period
- Policy to conduct flexible share repurchases to improve capital efficiency
- We plan to execute a total of ¥300.0 billion of share repurchases this fiscal year. We consider continuing active shareholder returns also in the future while taking into consideration our investment balance and financial soundness.



Total number of shares issued (year-end, in million shares, excluding treasury shares)	4,044	4,044	3,663	3,461	3,184 <sup>*2</sup>
Dividend payout ratio	41.8%	48.3%	37.9%	41.4%	69.2% <sup>*2</sup>
Total dividend ratio	41.8%	48.3%	106.3%	86.5%	192.8% <sup>*2</sup>

<sup>\*1</sup> Includes share repurchases worth ¥4.5 billion executed in April 2022

<sup>\*2</sup> Value estimated based on an assumed share price of ¥1,084 (VWAP average during the period from April 1 to 14, 2023) and an assumed repurchase volume of 280 million shares

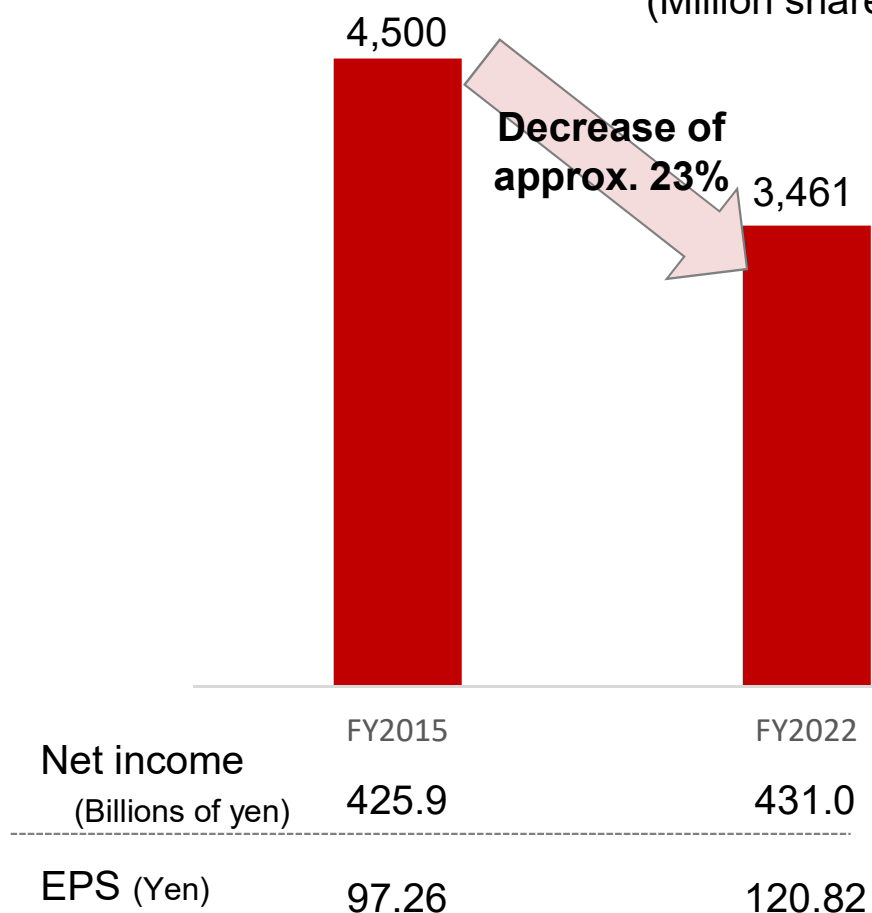


# Capital Policy – Track Record of Share Repurchases

- Since listed in 2015, we repurchased approximately 1,039 million shares, worth approximately ¥1,381.0 billion, and cancelled most of these shares.
- The total number of shares issued as of March 31, 2023 was 3.46 billion. This is a decrease of approximately 23% from the initial listing of the stock.

## Total number of shares issued (excluding treasury shares)

(Million shares)

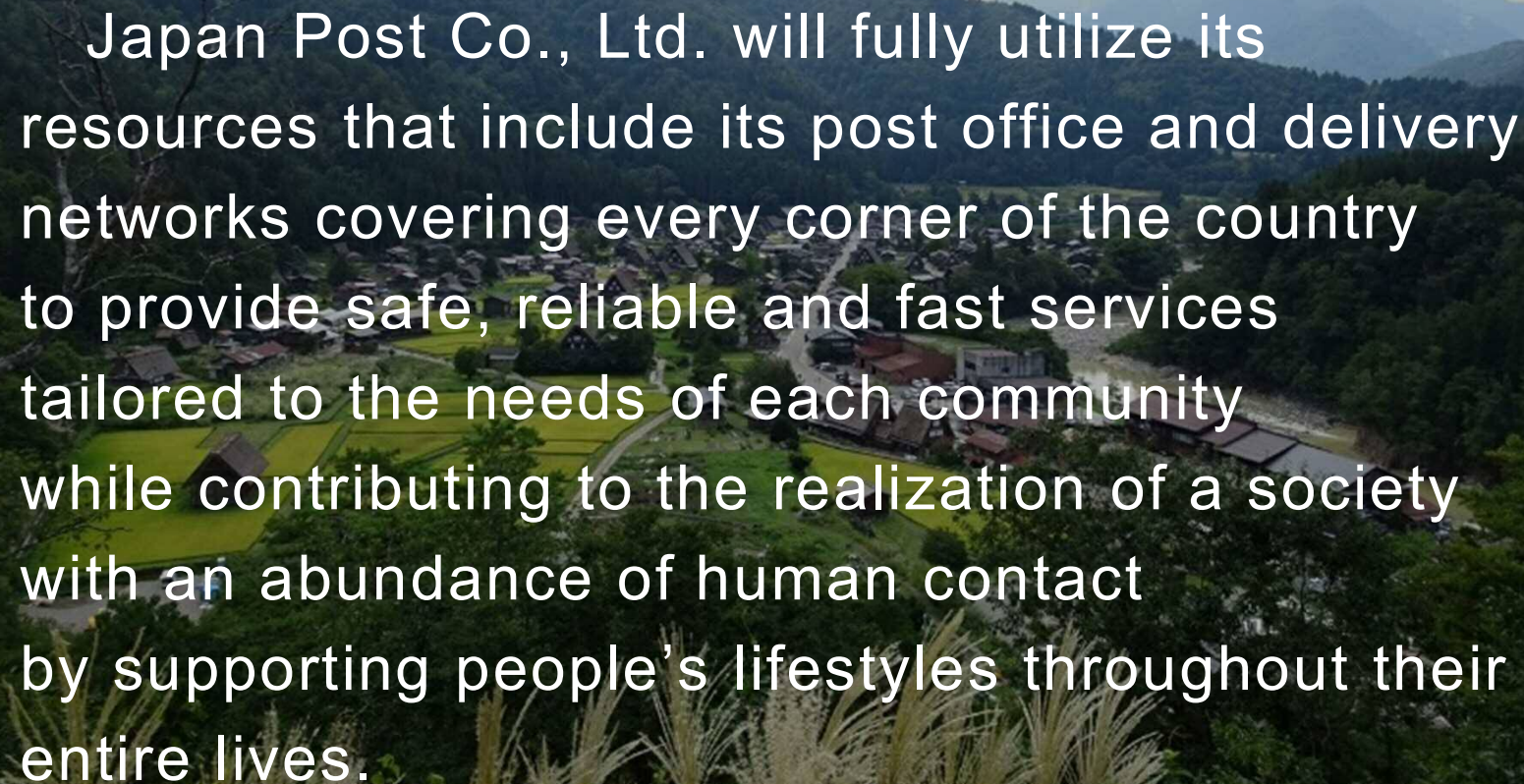


## Track record of share repurchases

FY2015	383 million shares (¥730,965 million)
FY2017	73 million shares (¥100,000 million)
FY2021 *	386 million shares (¥350,000 million)
FY2022	197 million shares (¥200,000 million)
Total	1,039 million shares (¥1,380,965 million)

\* Includes shares repurchased in April 2022, for ¥4.5 billion

# Management Strategy of Japan Post Co., Ltd.



Japan Post Co., Ltd. will fully utilize its resources that include its post office and delivery networks covering every corner of the country to provide safe, reliable and fast services tailored to the needs of each community while contributing to the realization of a society with an abundance of human contact by supporting people's lifestyles throughout their entire lives.

Japan Post Co.'s core competence is **its physical network**

We focus on three areas in order to make maximal use of this physical network



## Our strength: **Transportation and Delivery Network**



Number of  
post offices:

Approx.  
**24,000**



Number of  
motorcycles/scooters:

Approx.  
**80,000**



Number of  
public mailboxes:

Approx.  
**180,000**



Number of  
sites delivered to:

Approx.  
**31 million** per day

Strengthening of cooperation  
with other companies



**DX promotion**



Highly efficient and value-added **Logistics Platform Operator**



## Collaboration with Yamato Group

### Booklet parcels (mail-bin)

Yamato Transport will be discontinuing its Kuroneko DM-Bin service and, instead, deliveries will be performed in the form of the Kuroneko Yu-Mail service **using Japan Post Co.'s delivery network. The new service will start in February 2024.**



※ 3.11 billion items of Yu-Mail were shipped in FY2022

### Small, lightweight parcels

Yamato Transport will be discontinuing its Nekopos service and, instead, deliveries will be performed in the form of the Kuroneko Yu-Packet service **using Japan Post Co.'s delivery network. The new service will start in October 2023.**



※ 0.43 billion items of Yu-Packet were shipped in FY2022

## Collaboration with Sagawa Express

### Collaborations



#### Small parcel transportation

Parcels received by Sagawa Express are delivered via the Japan Post Co.'s Yu-Packet delivery network



#### International package shipping

Parcels received by Sagawa Express are delivered via the Japan Post Co.'s EMS delivery network



#### Refrigerated deliveries

Frozen food from post office catalogs are delivered via Sagawa Express' Hikyaku Cool Express



#### Joint trunk line transportation

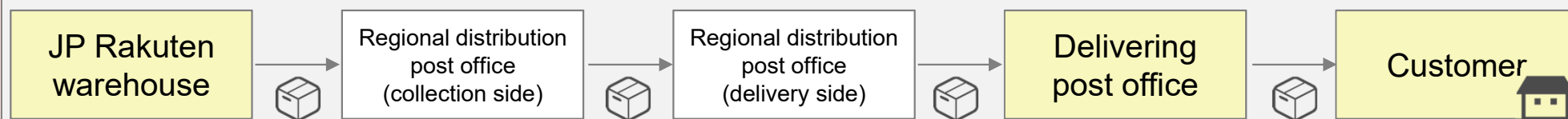
We have begun operating sharing trucks for transportation between sites in some areas

## Cooperation with **the Rakuten Group**

- In addition to securing parcel business for the growing Rakuten Market, **we will also promote the creation of a new transportation network, etc.**

### Measures for sending parcels directly to delivering post offices

#### Ordinary route



#### New route





## Cooperation with EC operators

- We cooperate with major e-commerce operators to efficiently leverage our transportation and delivery networks, including mailboxes, and develop products that provide customers with greater shipping and receiving convenience.



The "Yu-Packet Post" service, which allows packages to be sent easily via public mailboxes, is currently being provided for Mercari, Rakuten Rakuma, YAHUOKU!, and PayPay Flea Market



Started providing 120 to 170 sizes of Yu-Pack for Yu-yu Mercari Bin

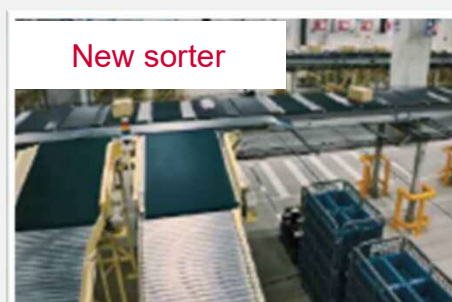
- To build a more efficient and more highly value-added transportation and delivery network, **we are promoting P-DX (postal and domestic logistics business reforms aimed at creating data-driven operation services).**



In February 2023, we opened

## Ichikawa-minami Post Office,

a pioneering post office capable of the full-scale practical application of DX



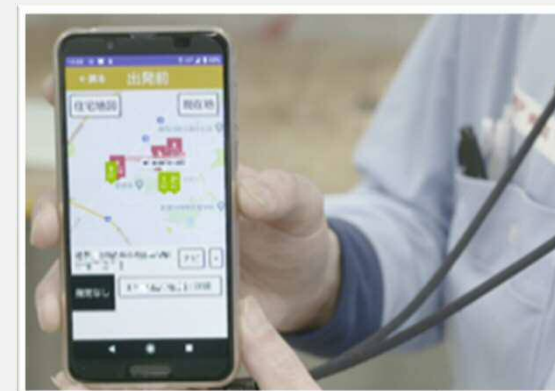
Application of DX to outside operations in the forms of:

## Telematics,

which makes it possible to visualize delivery status, and

## Automatic routing systems,

which create delivery routes automatically



- We are scheduled to **implement** and are **considering revisions of our fees and shipping charges** in order to continue to live up to our societal mission and provide high quality service.

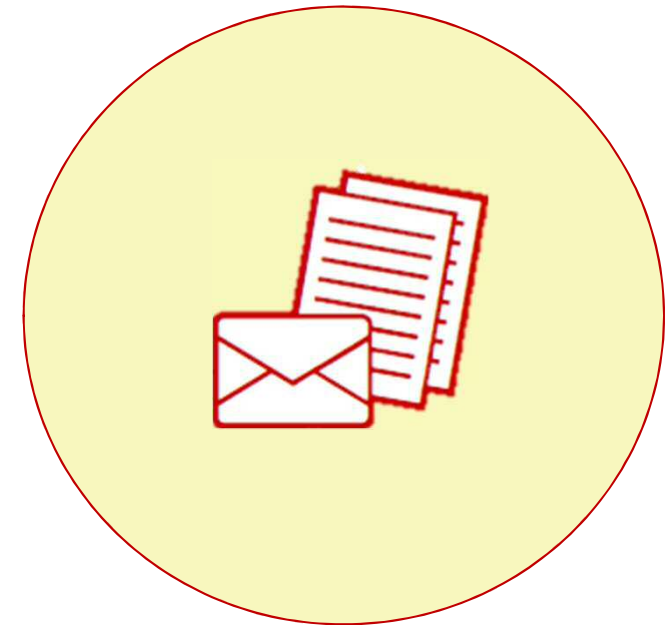
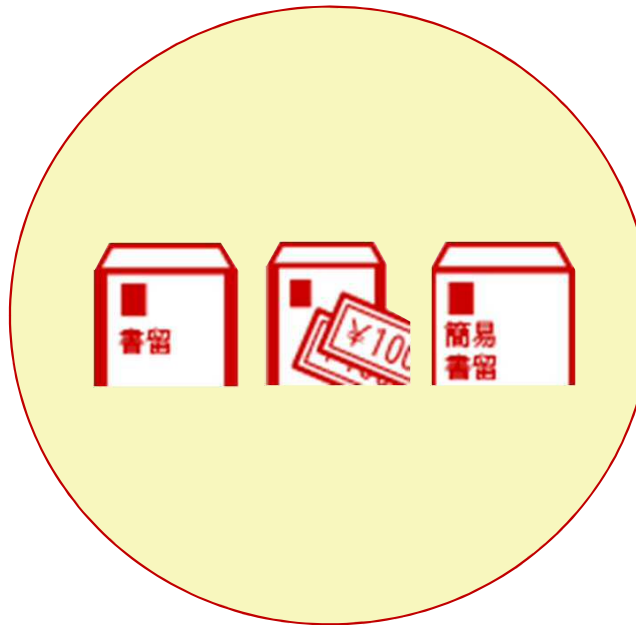
## Revision of Yu-Pack shipping charges

October 2023

## Revision of fees for special handling, etc.

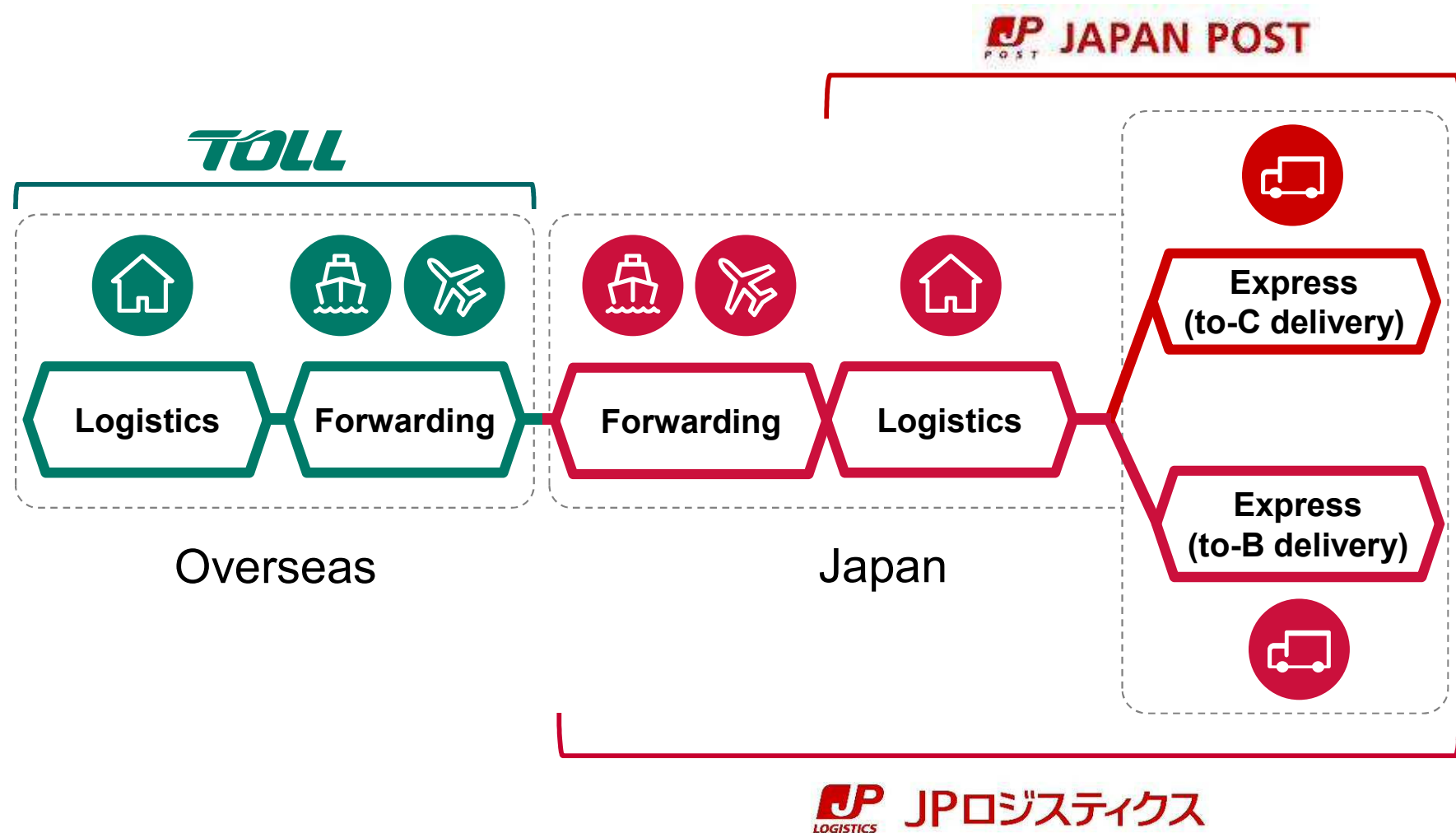
October 2023

## Considering revision of postage rates



# Postal and Domestic Logistics Business Strategies (Expansion of B-to-B Business)

- We have strengthened connections to our transportation and delivery networks, which is one of the strengths of Japan Post Co., and **provide customers with high quality service through our comprehensive distribution system.**



- In the rapidly growing **Asia region**, we have **selected high priority countries and business categories** and are carrying out **selection and concentration**.

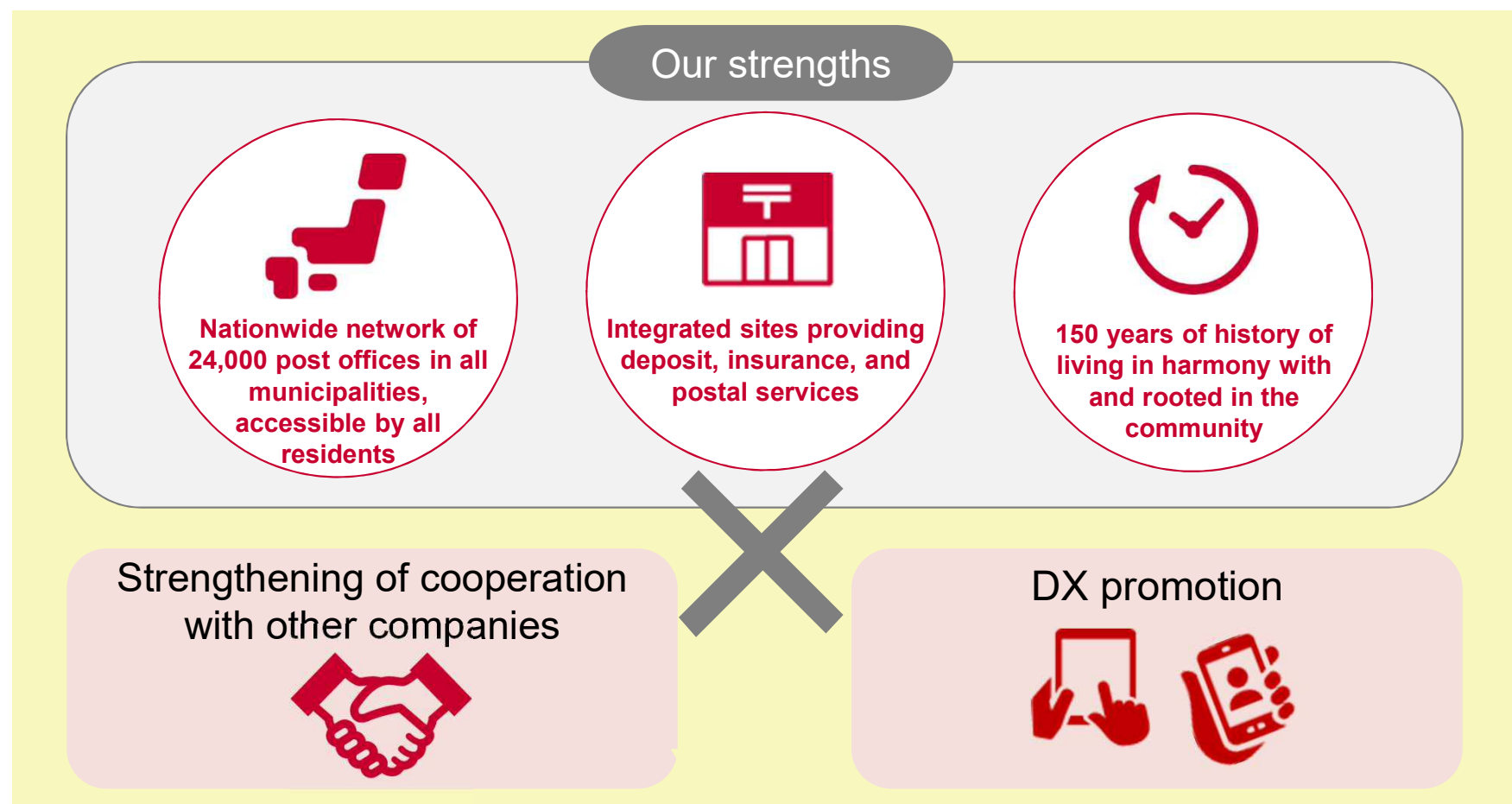
## Priority countries



## Priority business categories







**Familiar and Trusted  
Consultation Partner**



**supporting the age of the 100-year life**

# Post Office Business Strategies (Strengthening of Cooperation with Other Companies)

**Post Offices**

**Brick-and-mortar locations that serve as community sites**

**Cooperation with local financial institutions**

**Admin work contracts with local governments**

**Unified post office and station office operation**

**Provision of Japan Post Bank, Japan Post Insurance, and asset management products**

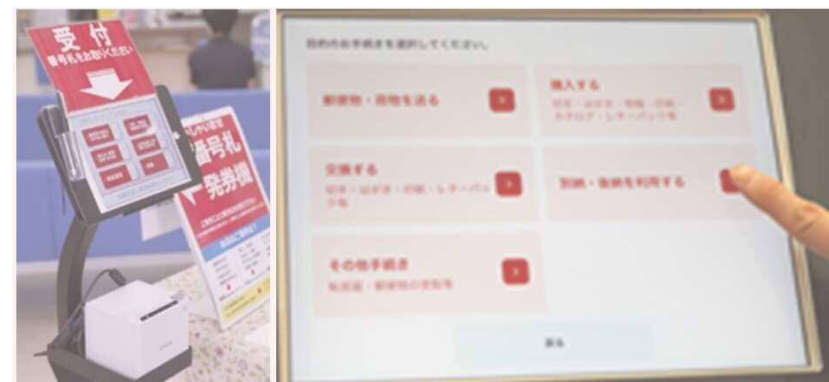
**Provision of End-of-life Planning Services, Mimamori (Watch Over) Service, etc.**

# Post Office Business Strategies (DX Promotion)

- We will continue to digitalize our post office operations, making them more efficient and increasing the amount of time employees can spend working with customers and the local community.
- We will thoroughly raise the amount of customer experience value we offer by providing highly value-added services that fuse physical and digital technologies.



**Financial Services Contact Center**



**Digital ticket dispenser**



**Consulting app**



**Self-checkout machine**



**Cashless payment machine**



# Appendix

# Top Management of the Japan Post Group

**JP JAPAN POST HOLDINGS**



**MASUDA Hiroya**  
Director and Representative Executive Officer,  
President & CEO, Group CEO

- 1995 Governor of Iwate Prefecture
- 2007 Minister for Internal Affairs and Communications,  
Minister of State for Decentralization Reform
- 2009 Advisor of Nomura Research Institute, Ltd.  
Visiting Professor of Graduate School of Public Policy at  
the University of Tokyo
- 2020 Director and Representative Executive Officer, President  
& CEO of the Company  
Director of Japan Post Co., Ltd.  
Director of Japan Post Bank Co., Ltd.  
Director of Japan Post Insurance Co., Ltd.

**JP JAPAN POST BANK**



**IKEDA Norito**  
Director and Representative Executive Officer,  
President & CEO

- 2001 Representative Director of The Bank of Yokohama, Ltd.
- 2003 President of The Ashikaga Bank, Ltd. (Representative  
Director)
- 2008 Special Advisor of A.T. Kearney
- 2012 President and Representative Director of the Organization to  
Support Revitalization of Businesses Affected by the Great  
East Japan Earthquake
- 2016 Director, Representative Executive Officer, President & CEO  
of Japan Post Bank Co., Ltd.  
Director of the Company

**JP JAPAN POST**



**SENDA Tetsuya**  
President & CEO  
(Representative Executive Officer)

- 2011 Executive Officer of Japan Post Insurance Co., Ltd.
- 2013 Managing Executive Officer of Japan Post Insurance Co., Ltd.
- 2016 Senior Managing Executive Officer of Japan Post Insurance Co., Ltd.
- 2017 Senior Managing Executive Officer of the Company
- 2019 Representative Executive Officer and Executive Vice President  
of Japan Post Insurance Co., Ltd.
- 2020 Director, Representative Executive Officer, President & CEO of  
Japan Post Insurance Co., Ltd.  
Director of the Company
- 2023 President & CEO (Representative Executive Officer) of Japan Post  
Co., Ltd.

**JP JAPAN POST INSURANCE**

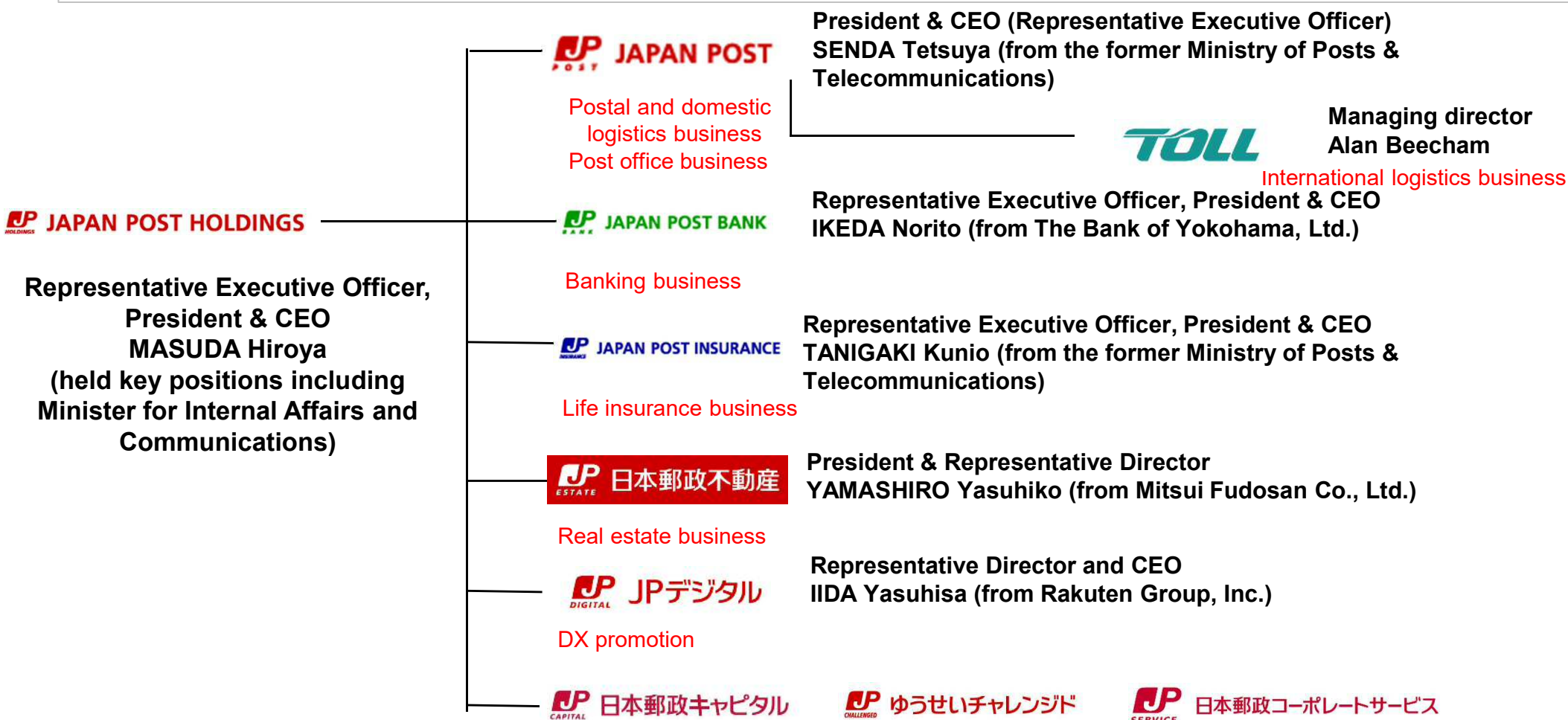


**TANIGAKI Kunio**  
Director, Representative Executive Officer,  
President & CEO

- 2013 Senior Managing Executive Officer of the Company
- 2016 Executive Officer and Executive Vice President of Japan  
Post Insurance Co., Ltd.
- 2017 Executive Officer and Executive Vice President of Japan  
Post Co., Ltd.
- 2019 Senior Managing Executive Officer of the Company
- 2021 Executive Officer and Executive Vice President of Japan  
Post Bank Co., Ltd.
- 2023 Director, Representative Executive Officer, President &  
CEO of Japan Post Insurance Co., Ltd.

# Structure of the Japan Post Group

- Japan Post Co., Japan Post Bank, and Japan Post Insurance are the main business entities of the Japan Post Group, which is engaged in the core businesses of the postal and domestic logistics business, post office business, international logistics business, banking business, and life insurance business.
- In addition, we have established strategic subsidiaries and are working to achieve new growth for the Group by driving DX promotion, real estate business expansion and new businesses under JP Vision 2025.



# Governance - Director Composition and Skill Matrix

- As a company with a nominating committee, management execution and supervision are clearly separated to accelerate decision-making and strengthen corporate governance.
- The Board of Directors is highly independent and diverse, with a majority made up of outside directors and five female directors.

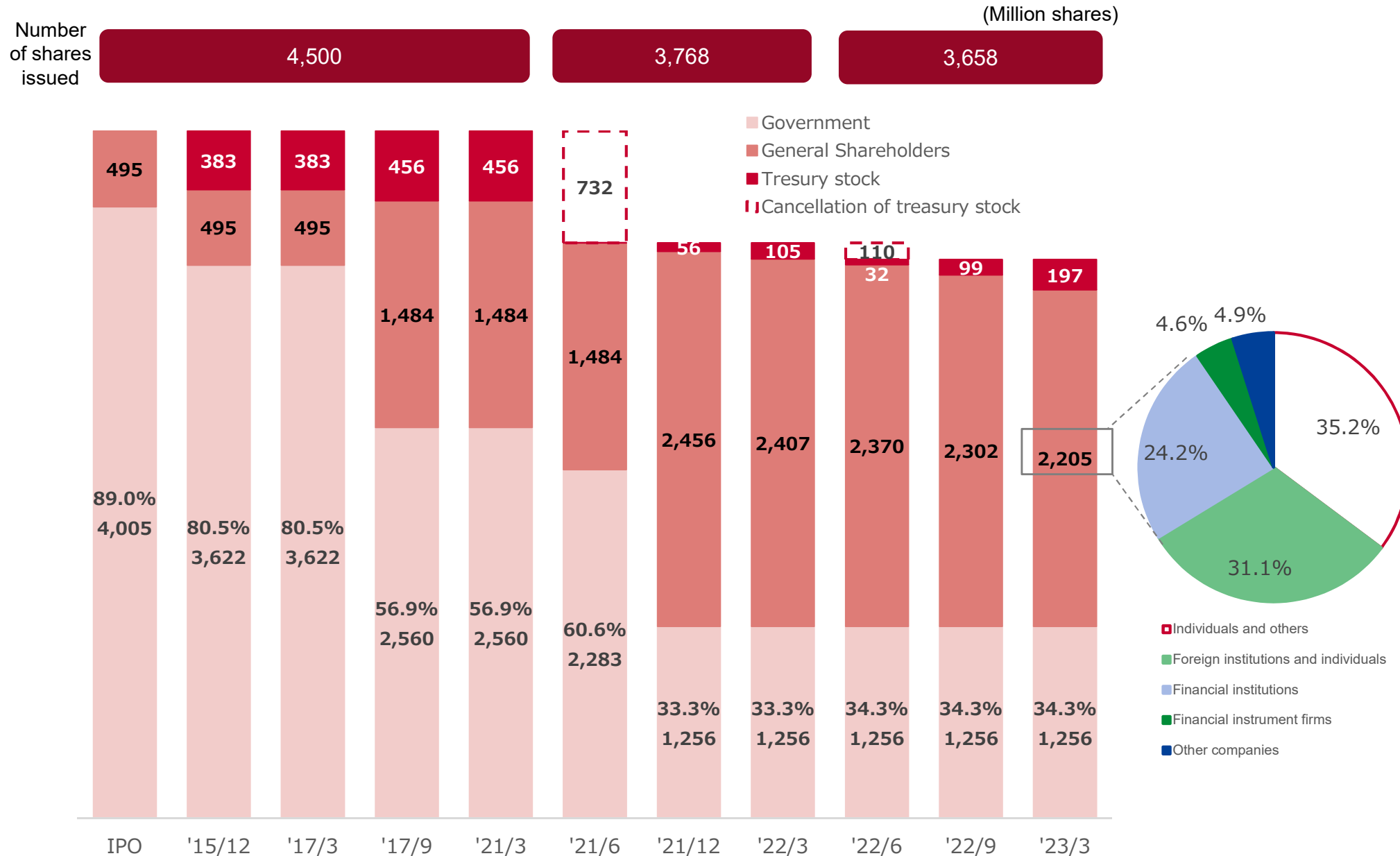
Outside Directors: 10/15 directors (66.7%)

Female Directors: 5/15 directors (33.3%)

	Name	Position/Significant concurrent positions, etc.	Key skill and experience						
			Corporate management	Legal/ Compliance	Financial affairs/ Accounting	Human resources/ Labor management	IT/DX/ Technology	Business knowledge (finance, insurance, etc.)	Community contribution/ Public policy
Directors	MASUDA Hiroya	Director, Representative Executive Officer, President & CEO of Japan Post Holdings	●					●	●
	IIZUKA Atsushi	Director, Representative Executive Officer, Executive Vice President of Japan Post Holdings	●		●			●	
	IKEDA Norito	Director, Representative Executive Officer, President & CEO of Japan Post Bank	●					●	●
	SENDA Tetsuya	President & CEO (Representative Executive Officer) of Japan Post Co.	●					●	●
	TANIGAKI Kunio	Director, Representative Executive Officer, President & CEO of Japan Post Insurance		●	●			●	
Outside Directors	OKAMOTO Tsuyoshi	Honorary Advisor of Tokyo Gas Co., Ltd., etc.	●			●			●
	KOEZUKA Miharū	Outside Director of Nankai Electric Railway Co., Ltd., Outside Director of SEKISUI CHEMICAL CO., LTD.	●	●		●			
	AKIYAMA Sakie	Founder of Saki Corporation	●				●		
	KAIAMI Makoto	Attorney		●		●			
	SATAKE Akira	Chairperson of the Audit Committee of Japan Post Holdings	●	●	●			●	
	SUWA Takako	Representative Director of Daiya Seiki Co., LTD.	●				●		●
	ITO Yayoi	Outside Director of KANADEN CORPORATION, Outside Director of SUMIKEN MITSUI ROAD CO.,LTD.					●	●	●
	OEDA Hiroshi	Special Advisor of Nisshin Seifun Group Inc., etc.	●		●	●			
	KIMURA Miyoko	Director and Managing Executive Officer, General Manager of R&D Division of KING JIM CO., LTD.	●					●	
	SHINDO Kosei	Representative Director and Chairman of NIPPON STEEL CORPORATION	●			●			●

(\*) The above table does not indicate all of the skills and experience of each Director.

# Shareholder Composition





# Medium-term Management Plan “JP Vision 2025” – Vision of the Japan Post Group (1)

## Vision of the Japan Post Group

- The Japan Post Group aims to become a “Co-creation Platform” to support customers and local communities.
- We will implement the following initiatives to achieve this goal:
  - (1) Fusion of the real-world post office network and digital technologies (“digital post offices”) through the promotion of digital transformation
  - (2) Achieving new growth for our Group by enhancing and strengthening our core business (the postal and domestic logistics business, banking business, and life insurance business), including universal services. We will also transform our business portfolio through the expansion of our real estate business and the promotion of new businesses, etc. to achieve this goal.

Create new value through the fusion of our network of physical post offices and digital technologies (“digital post offices”)



Grow by improving and strengthening our core businesses and converting our business portfolio



## A “Co-creation Platform” to support customers and local communities

We will leverage our network of post offices, the Group’s greatest strength, to provide integrated services of the Group while seeking partnership with a diverse range of companies, etc. outside the Group, which we have never had.

Such efforts will help local customers enjoy safe, secure, comfortable, and prosperous lives.





# Medium-term Management Plan “JP Vision 2025” – Vision of the Japan Post Group (2)

## Vision of the Japan Post Group

Challenges we face to become the “Co-creation Platform”  
to support customers and local communities, and our Group’s strengths

Changes in social environmental  
surrounding the Group

### Continuing low birth rate and aging population

- ⇒ Increasing need for responding to ultra-aging society
- ⇒ Rising social concerns over the increase in elderly single-person households, etc.
- ⇒ Concerns over the sustainability of social infrastructure

### Further digitalization

- ⇒ Increasing use of services that can be fully used via smartphones
- ⇒ Penetration of cashless transactions
- ⇒ Emergence of digital divide issues

Identify challenges that  
we should tackle to grow

#### Japan Post Co.

- Utilizing motorcycle mobility for the last one mile of logistics
- Service and operational reforms with maximum use of data we possess

#### Japan Post Bank

- Enhancing safe and secure services and business reform through the promotion of DX
- Boosting the flow of funds into local communities; strengthen community relations functions

#### Japan Post Insurance

- Transitioning to a new sales style
- Providing insurance services satisfying diverse protection needs of customers in all age groups

#### Japan Post Holdings

- Strengthening coordination within the Group
- Proactively forming partnership with companies, etc. outside the Group
- Growth strategies to provide new value

JP Vision 2025

Regaining  
customers’  
trust

Aiming for  
new growth

Managing progress  
with the timetable

## Value Creation

A “Co-creation Platform” to  
support customers and local  
communities

Providing lifelong support in  
an age of 100-year life  
Customers Providing high quality  
customer-oriented services

Supporting local communities  
across Japan  
Local communities Contributing to regional  
development and revitalization

Shareholders Enhancing shareholder returns

Employees Creating friendly workplaces  
for employees

Environment Creating a sustainable society

## Group’s Strengths

Nationwide network of post offices

Delivery network and finance network

Vast customer base

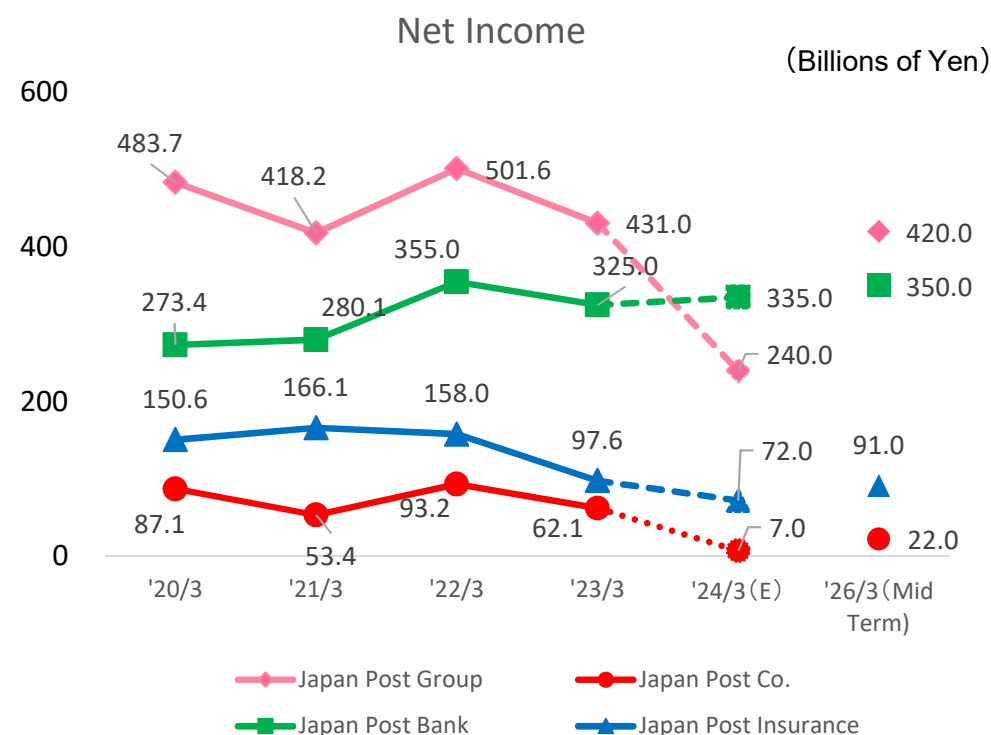
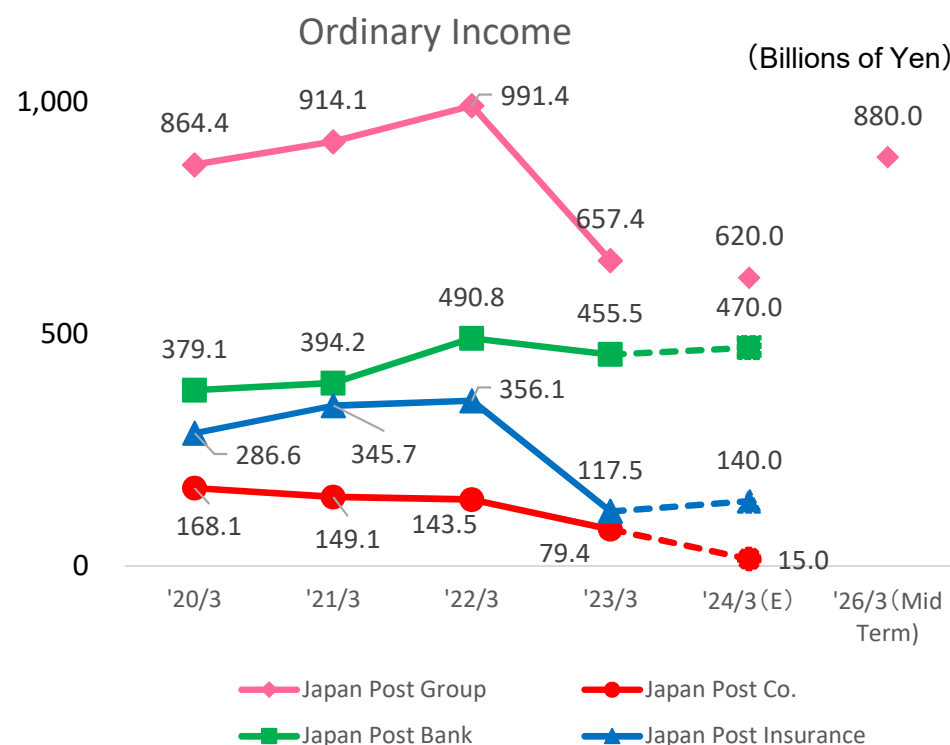
Trust in post offices and deep understanding of local communities

Extensive customer data

# Japan Post Group:

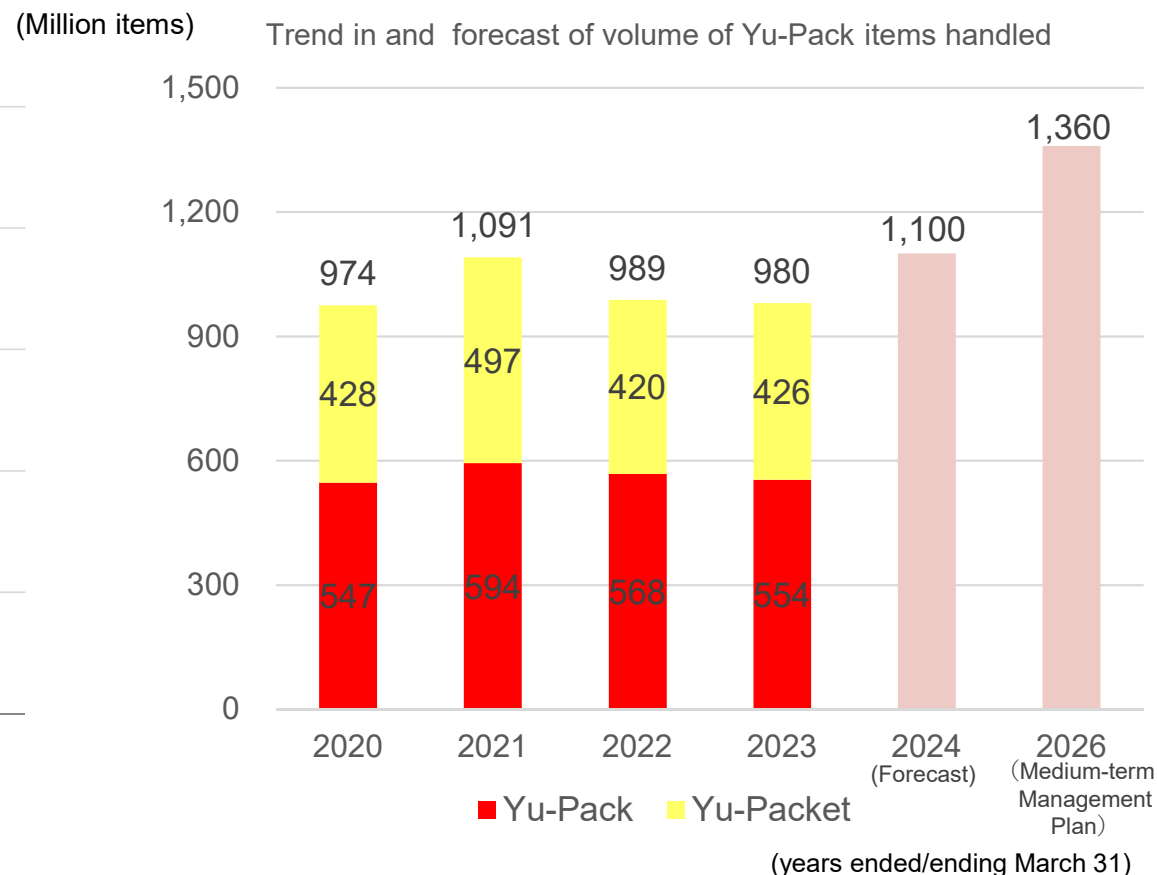
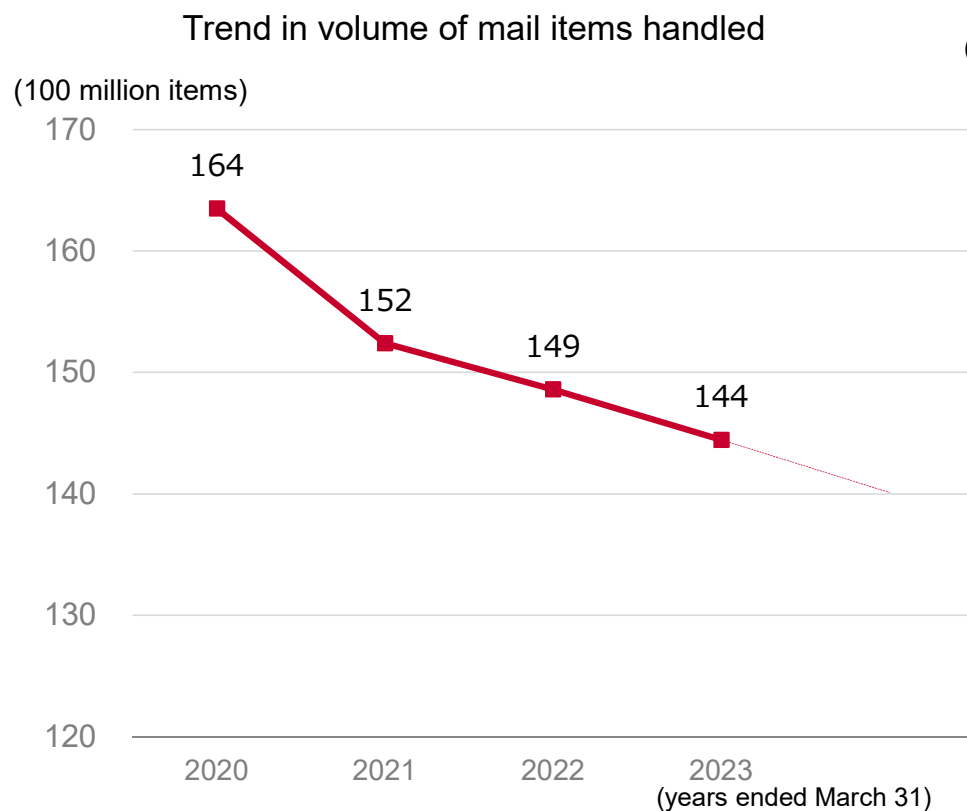
## Trends in Net Ordinary Income and Net Income of Major Companies

- Japan Post Co.'s net income declined due to a severe competitive environment in the parcel field and an increase in personnel and other expenses.
- Japan Post Bank's net income is on a rise due to earnings contributions from strategic investment areas and an increase in net fees and commissions.
- Despite the trend of lower net income, Japan Post Insurance expects a turnaround during the Medium-term Management Plan period as it moves forward with the transition to a new and strengthened sales structure.



- Notes: 1. Figures less than ¥0.1 billion are rounded down. The figures of Japan Post Holdings (consolidated) and the combined figures of each subsidiary do not correspond because of other consolidated accounting procedures, etc.
2. The amounts of net income attributable to Japan Post Holdings, net income attributable to Japan Post Co., net income attributable to Japan Post Bank and net income attributable to Japan Post Insurance have been used for net income of Japan Post Holdings (consolidated), Japan Post Co. (consolidated), Japan Post Bank (consolidated) and Japan Post Insurance (consolidated), respectively.
3. Net income of Japan Post Holding for the fiscal year ending March 31, 2024 is calculated based on its ratios of shareholders' equity in Japan Post Bank and Japan Post Insurance (Japan Post Bank: approximately 60%, Japan Post Insurance: approximately 49%), etc.

# Postal and Domestic Logistics Business – Volume Trends

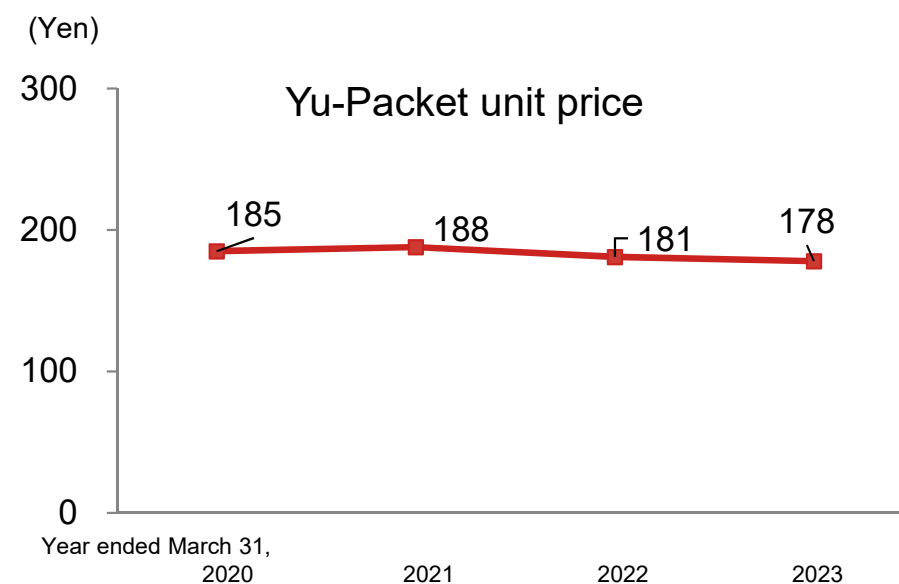
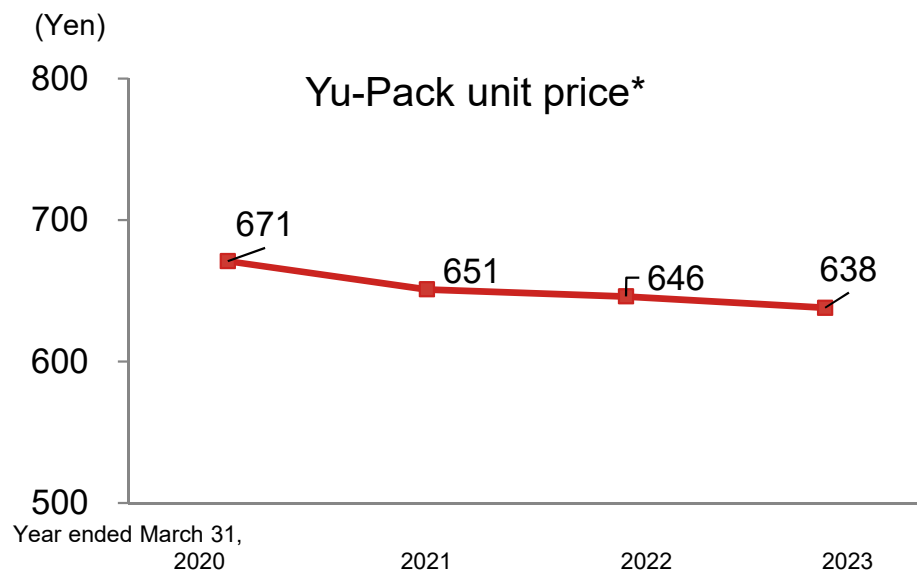
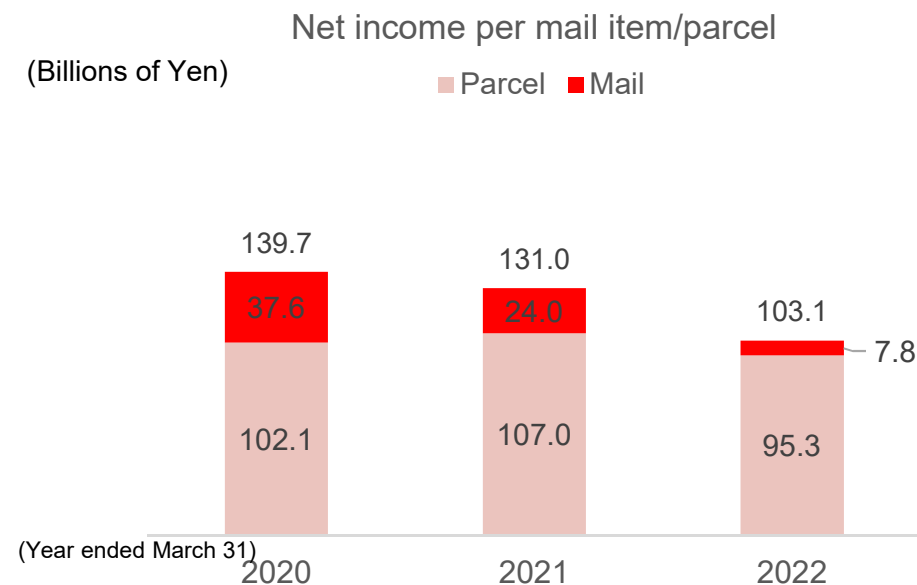
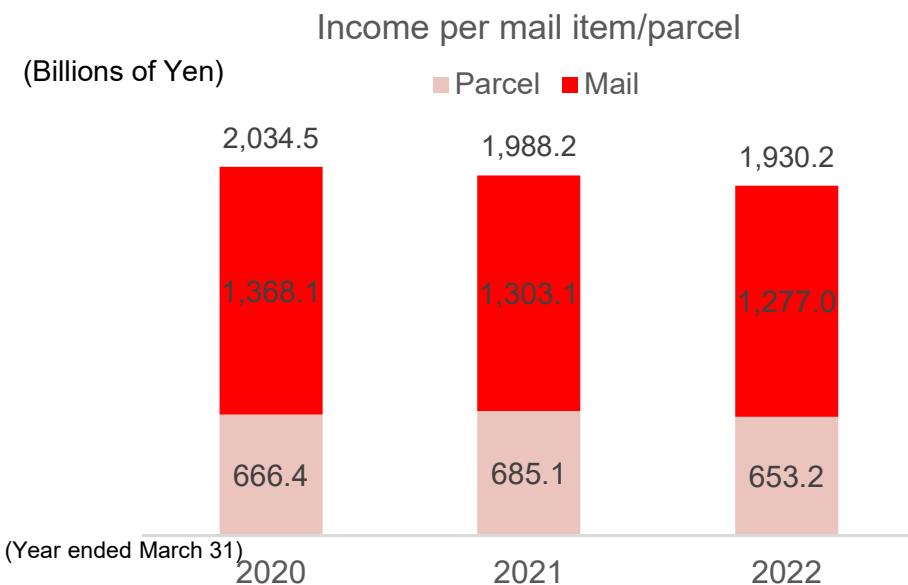


\* For the years ending March 31, 2024 (Forecast) and 2026 (Medium-term Management Plan), Yu-Pack items handled include Yu-Packet items.

**The decreasing trend is expected to accelerate as digitalization advances**

**Yu-Pack volume is forecast to grow**

# Postal and Domestic Logistics Business – Trends in Income, Net Income, and Unit Price



\* Yu-Pack does not include Yu-Packet.

# Track Record of Postal Rate Revisions

Implementation	Outline	
January 1994	<ul style="list-style-type: none"> <li>■ Revision of rates for first-class mail (letters), second-class mail (postcards), etc.</li> <li>* First-class: standard mail (¥62 → ¥80), second-class: standard postcards (¥41 → ¥50)</li> </ul>	
April 2012	<ul style="list-style-type: none"> <li>■ Review of discount rates (second-class advertising postcards)</li> </ul>	
April 2014	<ul style="list-style-type: none"> <li>■ Revision of rates for first-class mail (letters), second-class mail (postcards), etc.</li> <li>* First-class: standard mail (¥80 → ¥82), second-class: standard postcards (¥50 → ¥52)</li> </ul>	Consumption tax change
June 2016	<ul style="list-style-type: none"> <li>■ Review of discount rates (advertising mails, mail classes, special mail sent within the same postal area, etc.)</li> <li>■ Partial revision of international mail rates</li> </ul>	
June 2017	<ul style="list-style-type: none"> <li>■ Revision of rates for second-class mail (postcards) (excluding New Year's postcards)</li> <li>* Second-class: standard postcards (excluding New Year's postcards) (¥52 → ¥62)</li> <li>■ Revision of rates for nonstandard mail</li> </ul>	
November 2018	<ul style="list-style-type: none"> <li>■ Revision of New Year's postcard postage rates</li> <li>* Second-class: New Year's postcards (¥52 → ¥62)</li> </ul>	
October 2019	<ul style="list-style-type: none"> <li>■ Revision of rates for first-class mail (letters), second-class mail (postcards), etc.</li> <li>* First-class: standard mail (¥82 → ¥84), second-class: standard postcards (¥62 → ¥63)</li> </ul>	Consumption tax change
April 2022	<ul style="list-style-type: none"> <li>■ Revision of rates for special mail within the same postal area, etc.</li> </ul>	
October 2022	<ul style="list-style-type: none"> <li>■ Revision of discount rates for non-urgent mail such as advertising and bulk mail, etc.</li> </ul>	
October 2023 (planned)	<ul style="list-style-type: none"> <li>■ Revision of fees for some special handling services such as registered mail</li> </ul>	



# Real Estate Business –

Major Projects under Development (Toranomom-Azabudai, Gotanda and Osaka)

## Azabudai Hills Mori JP Tower



Location	Part of Toranomom, Azabudai and Roppongi areas of Minato-ku, Tokyo
Access	Approx. 6 min. walk from Kamiyacho Station of Tokyo Metro Hibiya Line
Site area	Approx. 24,100 m <sup>2</sup>
Total floor area	Approx. 461,770 m <sup>2</sup> (planned)
Uses	Residences, offices, shops, hotel, international school, central plaza, cultural facilities, etc.
Scale	64 floors above the ground level, 5 floors below, etc.
Project owner	Toranomom-Azabudai District Urban Redevelopment Association (Association members: Mori Building Co., Ltd., Japan Post Co., Ltd.)
Construction completion (planned)	July 2023

## Gotanda JP Building



Location	Gotanda, Shinagawa-ku, Tokyo
Access	1 min. walk from Osaki-Hirokoji Station of Tokyu Ikegami Line
Site area	Approx. 6,700 m <sup>2</sup>
Total floor area	Approx. 69,000 m <sup>2</sup> (planned)
Uses	Offices, hotel, multi-purpose halls, commercial facilities, etc.
Scale	20 floors above the ground level and 3 floors below
Project owner	Japan Post Real Estate Co., Ltd.
Construction completion (planned)	December 2023

## JP Tower Osaka (KITTE OSAKA)



Location	Umeda, Kita-ku, Osaka City, Osaka
Access	Scheduled to be connected directly to JR Osaka Station
Site area	Approx. 12,920 m <sup>2</sup>
Total floor area	Approx. 227,000 m <sup>2</sup> (planned)
Uses	Offices, commercial facilities, hotel, theater
Scale	39 floors above the ground level and 3 floors below, and 2-story roof-top structure
Project owners	Japan Post Co., Ltd. West Japan Railway Company Osaka Terminal Building Co., Ltd. JTB Corp.
Construction completion (planned)	March 2024

\* KITTE OSAKA is planned to go into operation in July 2024



# Real Estate Business — Properties in Operation

Classification	Property name	Succeeded assets	Location	Site area (m <sup>2</sup> )	Total floor area (m <sup>2</sup> )	Asset type	Project type	Construction completion (year/month)
Large complexes	JP Tower (KITTE)	✓	Chiyoda-ku	11,600	212,000	Offices and commercial facilities	Joint project (major)	2012/5
	Iidabashi Grand Bloom	✓	Chiyoda-ku	11,000	124,000	Offices and commercial facilities	Urban redevelopment	2014/6
	Sapporo Mitsui JP Building	✓	Sapporo-shi	5,520	68,190	Offices and commercial facilities	Joint project (minor)	2014/8
	JP Tower Nagoya (KITTE NAGOYA)	✓	Nagoya-shi	12,000	180,000	Offices and commercial facilities	Joint project (major)	2015/11
	KITTE HAKATA	✓	Fukuoka-shi	5,000	64,300	Commercial facilities	Run solely by Japan Post	2016/4
	JR JP Hakata Building	✓	Fukuoka-shi	3,350	44,000	Offices and commercial facilities	Joint project (minor)	2016/4
	Hiroshima JP Building	✓	Hiroshima-shi	4,200	44,200	Offices, stores and parking space	Run solely by Japan Post	2022/8
	Kuramae JP Terrace	✓	Taito-ku	14,400	99,700	Offices, facility for the elderly, etc.	Run solely by Japan Post	2023/3
	Azabudai Hills Mori JP tower	✓	Minato-ku	24,100	461,770	Offices, residences, stores, etc.	Urban redevelopment	2023/6
Office building	Mita Building	✓	Minato-ku	690	4,400	Offices and residences	Run solely by Japan Post	1993/3
	Omiya JP Building	✓	Saitama-shi	6,100	45,700	Offices	Run solely by Japan Post	2014/8
	Hulic JP Akasaka Building		Minato-ku	960	7,970	Offices	Joint project (minor)	2020/11
	Minami-aoyama 227 Building							
	*At present only the land with leasehold interest has been acquired.		Minato-ku	120	790	Offices and stores	Solely acquired property	1997/5
	Nishigotanda 1-chome Building	✓	Shinagawa-ku	390	1,470	Offices and stores	Solely acquired property	2021/6
Logistics warehouse	Logisite Kumiyaama		Kumiyaama-cho, Kuze-gun, Kyoto	12,930	22,380	Logistics facilities	Jointly invested	2021/2
Rental housing	Grace Bear Urayasu		Urayasu-shi	2,820	5,280	Residences	Solely acquired property	1990/10
	JP noie Koishikawa Tomisaka		Bunkyo-ku	380	1,980	Residences	Solely acquired property	2007/1
	JP noie Kiba		Koto-ku	1,930	6,430	Residences	Solely acquired property	2013/1
	JP noie Waseda		Shinjuku-ku	730	3,380	Residences and stores	Solely acquired property	2014/3
	JP noie Shimotakaido		Setagaya-ku	780	2,990	Residences	Solely acquired property	2015/2
	JP noie Hatanodai	✓	Shinagawa-ku	560	970	Residences	Run solely by Japan Post	2015/5
	JP noie Honhaneda	✓	Ota-ku	1,230	1,420	Residences	Run solely by Japan Post	2016/1
	JP noie Nerima Nakamura-minami	✓	Nerima-ku	1,160	1,900	Residences	Run solely by Japan Post	2017/3
	JP noie Mejiro	✓	Toshima-ku	1,580	2,070	Residences	Run solely by Japan Post	2017/12
	JP noie Funabashi-natsumi	✓	Funabashi-shi	5,480	4,420	Residences	Run solely by Japan Post	2018/6
	JP noie Mita	✓	Minato-ku	270	1,740	Residences	Run solely by Japan Post	2019/3
	JP noie Suita Tarumi	✓	Suita-shi	2,680	5,180	Residences	Run solely by Japan Post	2019/8
	JP noie Asagaya		Suginami-ku	780	2,170	Residences and stores	Solely acquired property	2019/9
	JP noie Ebisu Nishi (adjoined with co-ba ebisu)	✓	Shibuya-ku	1,890	5,700	Residences and shared offices	Run solely by Japan Post	2019/11
	JP noie Nerima Asahigaoka (adjoined with Benesse Nerima Ekoda Nursery School)	✓	Nerima-ku	1,160	1,980	Residences and daycare center	Run solely by Japan Post	2020/1
	JP noie Hiroo The Residence	✓	Shibuya-ku	1,870	2,320	Residences	Run solely by Japan Post	2020/3
	JP noie Kameido		Koto-ku	970	3,820	Residences	Solely acquired property	2020/4
	JP noie Monzennakacho		Koto-ku	230	1,530	Residences	Solely acquired property	2021/7
	JP noie Kinshicho		Sumida-ku	410	2,470	Residences	Solely acquired property	2021/7
	Geoent Otsuka		Toshima-ku	400	1,160	Residences	Solely acquired property	2021/12
	JP noie Kichijoji-honcho		Musashino-shi	410	1,510	Residences	Solely acquired property	2022/12
Daycare center / facility for the elderly	Benesse Itabashi 3 Chome Nursery School	✓	Itabashi-ku	750	460	Daycare center	Run solely by Japan Post	2018/1
	Nichii Kids Kami-ikebukuro Nursery School	✓	Toshima-ku	1,010	500	Daycare center	Run solely by Japan Post	2019/1
	Guranda Mejiro Nibankan (adjoined with Benesse Mejiro Nursery School)	✓	Toshima-ku	2,450	3,120	Facility for the elderly and daycare center	Run solely by Japan Post	2019/2
	Cocofump Myorenji	✓	Yokohama-shi	2,130	3,280	Facility for the elderly	Run solely by Japan Post	2019/11
	Nijihiro Nursery School Kitasuna	✓	Koto-ku	770	440	Daycare center	Run solely by Japan Post	2020/2
	Guranda Tokiwadai Nibankan	✓	Itabashi-ku	1,590	3,050	Facility for the elderly	Run solely by Japan Post	2020/2
	Sonare Hamadayama		Suginami-ku	1,600	3,320	Facility for the elderly	Solely acquired property	2019/9
Land with leasehold interest	Plaisant Luxe Minami Aoyama		Minato-ku	1,690	3,500	Facility for the elderly	Solely acquired property	2022/5
	Nippori		Taito-ku	1,130	—	Land with leasehold interest	Solely acquired property (land)	—
	Tachikawa Nishikicho		Tachikawa-shi	4,850	—	Land with leasehold interest	Solely acquired property (land)	—

# Real Estate Business –

## Projects under Development or Those Earmarked for Potential Development

Projects under development*	Property name	Succeeded assets	Location	Site area (m <sup>2</sup> )	Total floor area (m <sup>2</sup> )	Asset type	Project type	Construction completion (year)
	Shimomeguro 5 Chome Project	✓	Meguro-ku	2,000	8,900	Facility for the elderly and stores	Run solely by Japan Post	2023 (planned)
	Gotanda JP Building	✓	Shinagawa-ku	6,700	69,000	Offices, hotel, commercial facilities, event hall, etc.	Run solely by Japan Post	2023 (planned)
	JP Tower Osaka (KITTE OSAKA)	✓	Osaka-shi	12,900	227,000	Offices, commercial facilities, hotel and theater	Joint project (major)	2023 (planned)
	Fukuoka Izumi Dormitory	✓	Fukuoka-shi	2,790	4,120	Nursing home	Run solely by Japan Post	2024 (planned)
	Osaka Doshin company housing	✓	Osaka-shi	740	3,480	Residences	Run solely by Japan Post	2024 (planned)
	Nishiki 3 Chome No.25 Street Project (in front of Sakae Station)		Nagoya-shi	4,870	109,680	Offices, hotel, cinema complex, commercial facilities, etc.	Joint project (minor)	2026 (planned)

\*1 Projects for which construction has started  
\*2 Started construction

Projects for which decision on development has been made and those earmarked for potential development	Name	Location	Site area (m <sup>2</sup> )	Access / minutes to walk		Current status
	(Tokyo 23 Wards)					
	Kojimachi Post Office	Chiyoda-ku	1,910	JR Ichigaya Stn.	7 min.	In-use
	Kudan Post Office	Chiyoda-ku	1,380	Kudanshita Stn., Tozai Line	1 min.	In-use
	Nihonbashi Post Office	Chuo-ku	2,990	Nihombashi Stn., Toei Asakusa Line	3 min.	In-use
	Kyobashi Post Office	Chuo-ku	2,540	Higashi-ginza Stn., Hibiya Line	2 min.	In-use
	Shiba Post Office	Minato-ku	2,110	Onarimon Stn., Toei Mita Line	3 min.	In-use
	Takanawa Post Office	Minato-ku	3,960	Sengakuji Stn., Toei Asakusa Line	3 min.	In-use
	Shirokane company housing	Minato-ku	5,330	Shirokane-takanawa Stn., Namboku Line	5 min.	Already moved-out
	Akasaka Post Office	Minato-ku	2,700	Aoyama-itchome Stn., Ginza Line	1 min.	In-use
	Gaienmae Post Office	Minato-ku	500	Gaiemmae Stn., Ginza Line	2 min.	In-use
	Meguro Minami company housing	Meguro-ku	1,030	Nishi-koyama Stn., Tokyu Meguro Line	13 min.	Already moved-out
	Setagaya Nakamachi company housing	Setagaya-ku	2,120	Todoroki Stn., Tokyu Oimachi Line	9 min.	Already moved-out
	Nakano Station North Entrance Project	Nakano-ku	23,450	JR Nakano Stn.	1 min.	—
	Nakano Post Office	Nakano-ku	6,580	JR Nakano Stn.	3 min.	In-use
	MIELPARQUE TOKYO	Minato-ku	7,550	Shiba-Koen Stn., Toei Subway Mita Line	2 min.	No longer in operation
	Nationwide					
	Former Hokkaido Training Institute	Sapporo-shi	14,900	Sapporo City Subway Horohirahashi Stn.	27 min.	Already moved-out
	Yokohama Central Post Office	Yokohama-shi	6,450	JR Yokohama Stn.	1 min.	In-use
	Lot of former Hiranuma-bashi Sales Office	Yokohama-shi	1,210	Hiranuma-bashi Stn. Sotetsu Line	2 min.	Already moved-out
	Takami Dormitory	Nagoya-shi	2,100	Nagoya Municipal Subway Ikeshita Stn., Higashiyama Line	7 min.	Already moved-out
	Kyoto Central Post Office	Kyoto-shi	7,520	JR Kyoto Stn.	1 min.	In-use
	MIELPARQUE KYOTO	Kyoto-shi	2,250	JR Kyoto Stn.	2 min.	No longer in operation
	Kobe lot	Kobe-shi	2,520	Nishi-Motomachi Stn., Kobe Kosoku Line	5 min.	In-use
	MIELPARQUE MATSUYAMA	Matsuyama-shi	6,000	Iyo Railway Dogo-Onsen Stn.	5 min.	No longer in operation
	Fukuoka Central Post Office	Fukuoka-shi	4,750	Fukuoka City Subway Tenjin Stn.	5 min.	In-use
	Nagasaki Central Post Office	Nagasaki-shi	3,010	JR Nagasaki Stn.	8 min.	In-use
	Kagoshima Office, Kyushu Regional Office	Kagoshima-shi	5,080	JR Kagoshima-chuo Stn.	3 min.	In-use

## Universal service provided at post offices

Universal service means that postal services, simple savings, remittance, and settlement of debts and credits, and life insurance services that can be used easily should be integrally made available at post offices in a user-oriented and convenient manner, and should continue to be available nationwide and fairly in the future. Japan Post Holdings and Japan Post Co. are obliged to maintain the post office network to ensure this (Article 7-2 of the Postal Service Privatization Act and Article 5 of the Act on Japan Post Holdings Co., Ltd.).

### Postal counter operations

- Acceptance of mails
- Delivery of mails
- Sale of postal stamps, etc.

### Banking counter operations

- Acceptance of ordinary deposits
- Acceptance of fixed amount and fixed-time savings
- Money orders, payments and transfers

### Insurance counter operations

- Endowment insurance solicitation
- Whole life insurance solicitation
- Acceptance of claims for payment of maturity and survival benefits for each of the above policies

## Standards for establishment of post offices (summary)

- In principle, one or more post offices must be established in each municipality (including special wards).
- In addition to the above, post offices must be established in accordance with the following standards.
  - ▶ The facility must be established in such a way that it can respond appropriately to the demands of local residents.
  - ▶ The facility must be located in a location that is easily accessible to local residents, taking into account traffic, geography, and other circumstances.
  - ▶ In depopulated areas, the level of the post office network that existed at the time of the enforcement of the Act for Partial Revision of the Postal Service Privatization Act, etc. (Act No. 30 of 2012) must be maintained.

## Regulations pertaining to the postal charges

### Postal charges (Article 3 of the Postal Act)

Charges related to postal services shall compensate for reasonable costs incurred under the efficient management of postal services and shall include a reasonable profit.

### Notification or approval of rates (Article 67, Paragraphs 1, 3 and 5 of the Postal Act)

Type	Major postal items	Notification/approval
First-class mail	Sealed letter	Notification (there is a limit* on the rate for standard mail weighing 25g or less)
Second-class mail	Postcard	Notification (lower than the minimum fee for standard mail)
Third-class mail	Magazines, newspapers	Approval
Fourth-class mail	Correspondence courses, etc.	Approval

\* The amount specified in the applicable Ordinance of Ministry of Internal Affairs and Communications, taking into consideration the importance of the role that light-weight letter delivery services play in the lives of citizens, the capacity of citizens for postal charges, prices, and other circumstances ⇒ Currently ¥84

Note: The entire cost is compensated by the entire postage income, not by the cost of individual services.

### Order to change rates (Article 71 of the Postal Act)

The Minister for Internal Affairs and Communications may order a change in the rates if found necessary.

## Universal service level in postal services

### Acceptance

[Installation of mailboxes (post boxes) as a simple and convenient way to send out mail at any time]

[Article 70, Paragraph 3, Item 2 of the Postal Act and Article 32, Paragraph 2 of the Regulation for Enforcement of the Postal Act (Approval Criteria for Postal Service Management Regulations)]

- Maintain the number of mailboxes (approx. 180,000) at the time the Japan Post Act came into effect (April 1, 2003)
- Must be installed in each city, town, village, etc.
- Installation must be in a location that is accessible to the public at all times, such as on a public road, or in a location that is easily visible to the public in a facility such as a train station or a retail store.

[Establishment of post office]

[Article 6 of the Act on Japan Post Co., Ltd. and Article 4, Paragraphs 1 to 3 of the Regulation for Enforcement of the Act on Japan Post Co., Ltd.]

- Japan Post Co., Ltd. must establish post offices with the aim of being used throughout the country.

### Delivery

[5 days a week delivery, with one delivery per day in principle]

[Article 70, Paragraph 3, Item 3 of the Postal Act and Article 32, Paragraph 3, Item 1 of the Regulation for Enforcement of the Postal Act]

- Deliver mail at least once a day during the five-day period from Monday to Friday, excluding holidays and January 2.

[In principle, delivery within four days (from the date of submission)]

[Article 70, Paragraph 3, Item 4 of the Postal Act and Article 32, Paragraph 5 of the Regulation for Enforcement of the Postal Act]

- Make delivery within 4 days, except in the case of delivery from the following areas
  - ▶ Remote islands without transportation available for mail delivery at least once a day (limited to islands without roads connecting to the mainland, etc.): within 15 days
  - ▶ Remote islands other than above: within 6 days

[Door-to-door (destination) delivery throughout Japan]

[Article 70, Paragraph 3, Item 3 of the Postal Act and Article 32, Paragraph 3, Item 2 of the Regulation for Enforcement of the Postal Act]

- Deliver mail to their destinations, except for destinations in difficult-to-reach areas\* where delivery by ordinary means is not possible.

\* Areas separately designated by Japan Post Co., Ltd., such as mountain lodges in winter

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