

2014

JAPAN POST GROUP Annual Report

Year ended March 31, 2014

Japan Post Group Management Philosophy

Stressing the security and confidence of the Japan Post Group network, the Group, as a private corporation, is demonstrating creativity and efficiency to the greatest extent possible and will provide customer-oriented services, support the lives of customers

in local communities and aim for the happiness of customers and employees. The Group will also pursue managerial transparency on its own, observe rules and contribute to the development of society and the region.

Group Management Policy

1. We will duly consider our customers' lives, exercise our creativity and provide through our nationwide network a selection of products and services needed by customers in every stage of their lives.
2. We will establish effective corporate governance and compliance programs, including internal audits and internal controls.
3. We will maintain the transparency of the Group's operations through the timely and proper disclosure of information, the appropriate use of intra-group transactions and other activities.
4. Japan Post Holdings Co., Ltd., a holding company, is raising its corporate value and making preparations for the quick disposal of its shares. Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd. are also aiming for the quick disposal of their shares.
5. We will create opportunities for all employees, business partners and the community to mutually cooperate and for each and every employee to grow.

Japan Post Group Charter of Corporate Conduct

- (1) Earn the trust of customers
 - We earn the trust of customers by adopting their perspective and meeting their expectations.
 - We protect and manage information strictly so that customers can use our services with peace of mind.
 - We fulfill our responsibility to explain our operations by conducting highly transparent business operations and disclosing information in a fair manner.
- (2) Observe ethical standards
 - We continue to conduct business activities with sincerity by complying with laws, regulations, social standards and internal rules.
 - We stand firmly against antisocial forces and organizations that threaten the order and safety of civil society.
 - We maintain workplace discipline by clearly defining responsibilities and authority and fairly evaluating performance and results.
- (3) Place priority on coexistence
 - We actively promote environmental conservation and make a significant contribution to society through business activities.
 - We aim for sustainable coexistence by placing importance on maintaining dialogues with diverse stakeholders.
 - We respect human rights and provide safe and pleasant workplaces.
- (4) Create value
 - We will create new convenience for customers and provide them with high-quality services.
 - We will create stable value by providing universal services in our three core businesses through the Japan Post Group network.
 - We will utilize teamwork and create corporate value for the Japan Post Group by promoting mutual understanding and cooperation among employees and encouraging each and every employee to fulfill their roles and responsibilities.
- (5) Be a source of change
 - We will apply technological innovation and continually make innovative changes internally to provide stable services to our customers.
 - We exercise our creativity from a broad viewpoint and lofty perspective to promote the Group's development.
 - We aggressively take on the challenge of conducting global business activities.

Message from the President



I am pleased to present the *Japan Post Group's Annual Report* for the year ended March 31, 2014.

The Japan Post Group's mission is to ensure that even more customers can confidently use our postal, banking and insurance products and services, representing our three core businesses that we operate through our nationwide post office network.

In February 2014, we announced specific initiatives for fulfilling this mission by unveiling our "New Japan Post Group Network Creation Plan 2016", as the Japan Post Group's medium-term business plan. Under this plan for the medium term, we have set the target of becoming "an integrated lifestyle-support corporate group" that will provide a variety of related products and services through our post offices. In this way, we intend to be closely involved in the overall daily lives of our customers, while continuously serving local communities and society as a whole.

Going forward, the Group will work in unison to implement a variety of challenging measures for becoming an integrated lifestyle-support corporate group, and we would be grateful for your continued patronage as we proceed with these initiatives.

This Annual Report for the year ended March 31, 2014 summarizes the Japan Post Group's business conditions and results, which I sincerely hope will give you a deeper understanding of the Japan Post Group.

Review of the Year Ended March 31, 2014

During fiscal 2014, the Japan Post Group worked to enhance its products and services, centering on our three core businesses of postal, banking and insurance services. In this regard, we strove to provide products and services that make the most of our post office network. This included forming business alliances with other companies in various fields, such as sales of cancer insurance products, and a trial implementation of our community-based "Post Office Watch Service."

In our postal and logistics business, amid the ongoing trend toward decreasing mail volumes, we promoted the use of small and medium-sized Yu-Pack and Yu-Mail products that are now being used by large numbers of customers. Additionally, we implemented new initiatives in response to an evolving business environment, which included a trial implementation of "Cool EMS" service to meet the rising demand for fresh Japanese foods in the Asian region.

Japan Post Bank (Yucho) worked to create an environment enabling more customers to use its banking

services conveniently. These efforts included holding individual consultation meetings and Life Plan Seminars during evening hours and on holidays to respond to the needs of our customers unable to use banking services during weekdays because of their jobs. Furthermore, Japan Post Bank strengthened security measures to enable customers to use its "JAPAN POST BANK Direct" internet banking services with greater safety.

As a key initiative to ensure reliable benefit payments, Japan Post Insurance (Kanpo) implemented a program to verify with policyholders the details of their insurance coverage and to confirm they received all their entitled insurance benefits. Japan Post Insurance also initiated a gift program for customers who request insurance proposals or policy summaries. Thanks to strong customer support, the volume of new policies secured during the year surpassed that of the previous year.

In the real estate business, the KITTE commercial complex in front of Tokyo Station attracted approximately 23 million people during its first year of operation, far exceeding initial forecasts. For real estate currently under development, we are examining ideas for developing facilities that can be used by even greater numbers of people.

Thanks to the increased number of customers using of our various products and services, the Japan Post Group recorded net ordinary income of ¥1,103.6 billion and net income of ¥479.0 billion on a consolidated basis.

Priority Issues for the Year Ending March 31, 2015

The year ending March 31, 2015 marks the first year of the Japan Post Group's medium-term business plan. Under this plan, the Group will carry out a variety of initiatives in accordance with the three pillars of our corporate strategy that will serve as our guiding policies during the three-year period of the plan.

The first pillar is to bolster the earning power of our three core businesses and to strengthen the Group's business foundations.

Through effective use of our post office network to provide our core postal, banking and insurance services, as well as financial trusts, merchandise sales and real estate business, we aim to boost the earning power of each business line, while strengthening the foundations of our operations. We intend to further enhance our earning power by providing products and services that meet customer needs. These include a new educational endowment insurance product provided by Japan Post Insurance called "*Hajime no Kanpo*" launched in April 2014.

The second pillar is to fulfill our obligation of providing universal services.

We will steadily provide universal postal and financial services, while seeking to use our post office brand to develop our local community-based daily life support services. As a corporate group dedicated to public welfare and interest, we will certainly continue to provide the community-based services, including collaboration with local governments, as well as our *Furusato* hometown parcel service.

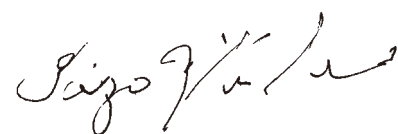
The third pillar is to enhance our corporate value in anticipation of the Group's public listing.

In preparation for a stock market listing in the near future, we aim to enhance the Group's corporate value by continuing to establish the corporate structure required of a listed company, as well as to create valuable networks indispensable to our customers. Toward that end, we will enhance areas such as capital investments which are essential for the Group's perpetual development, while promoting such initiatives as expanding the range of our financial products in collaboration with other institutions, as well as broadening our own product lines.

Preparations for the disposal of Japan Post Holdings' stock are proceeding now that a basic position on the listing has been clarified by a report issued by the government's Fiscal System Council.

By implementing the measures described here, the Japan Post Group aims to become an integrated lifestyle-support corporate group through the creation of a new postal network by growing and developing each of our businesses, beginning with the three core businesses, and expanding and advancing our post office network. The Japan Post Group companies will work in unison to tackle various challenges, so that we can meet the expectations of our stakeholders. In closing, I ask for your continued patronage and support for the Japan Post Group as we move ahead with our endeavors.

July 2014



Taizo Nishimuro

President & CEO

Japan Post Holdings Co., Ltd.

2014 JAPAN POST GROUP Annual Report

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This Annual Report is a translation of the Disclosure Document (the written explanation in Japanese of the Company's business and financial conditions) that was prepared pursuant to Article 52-29 of the Banking Act and Article 271-25 of the Insurance Business Act.

This Annual Report contains forward-looking statements regarding future performance and other matters. These forward-looking statements do not constitute guarantees of future performance and are subject to risks and uncertainties. Please note that actual performance may differ materially from these statements as a result of changes in the underlying assumptions regarding the business environment.

Figures and percentages shown in this Annual Report have been rounded off, except for financial numbers in the accounting statements, etc., that have been truncated without rounding. As a consequence, sums of figures may not match the totals presented.

Figures and percentages, with exceptions as specifically indicated, are as of March 31, 2014.

Japan Post Group Overview

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3. History of the Japan Post Group

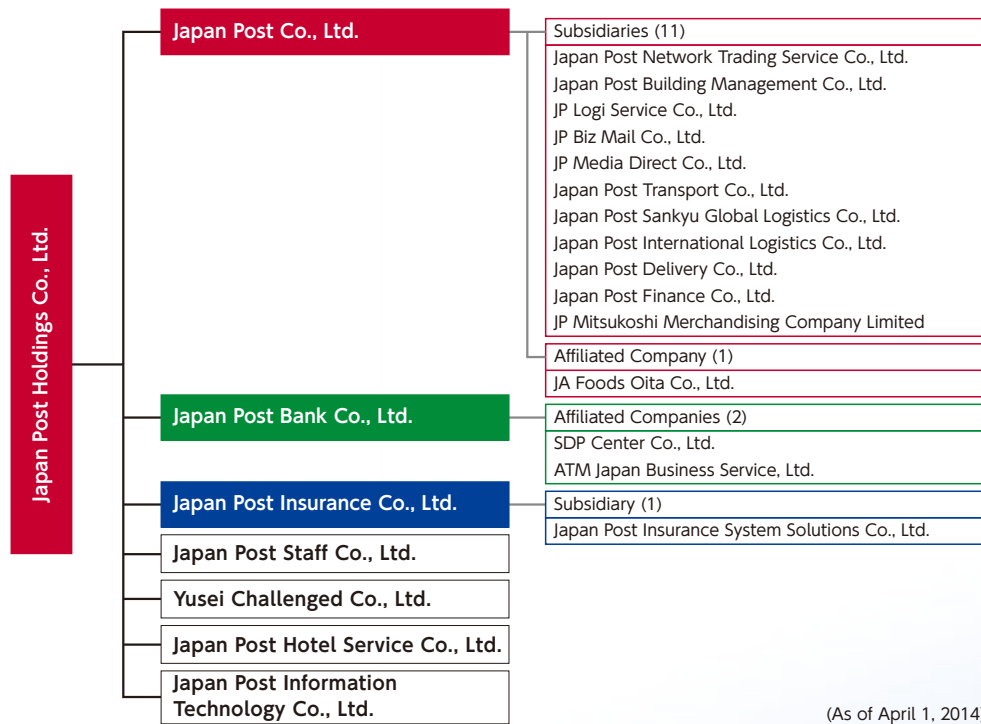
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1. The Operations of the Japan Post Group

1. Japan Post Group Structure



2. Nationwide Post Office Network

With 24,511 locations, our network of post offices covers all of Japan's 1,741 cities, towns, and villages*. These post offices, which serve as bases for various postal, banking, and insurance services that are offered by the Japan Post Group, have been an integral part of local communities for many years, and the Japanese public has come to greatly appreciate this extensive network.

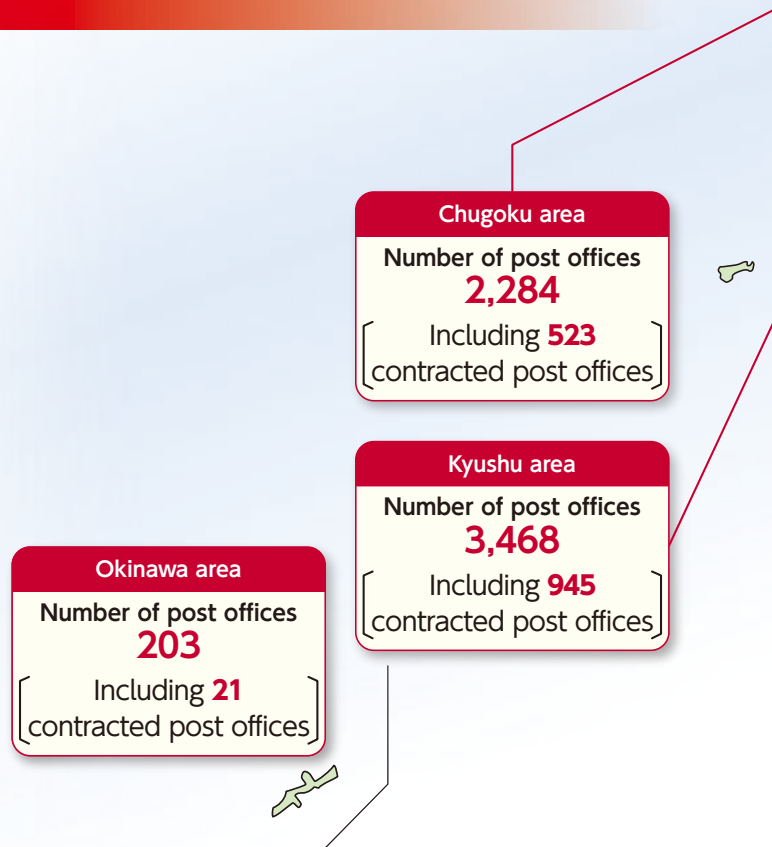
The Group looks forward to taking advantage of these post offices to provide convenient new services to residents of the communities we serve while ensuring their ability to access postal, banking, and insurance services in a unified manner throughout Japan.

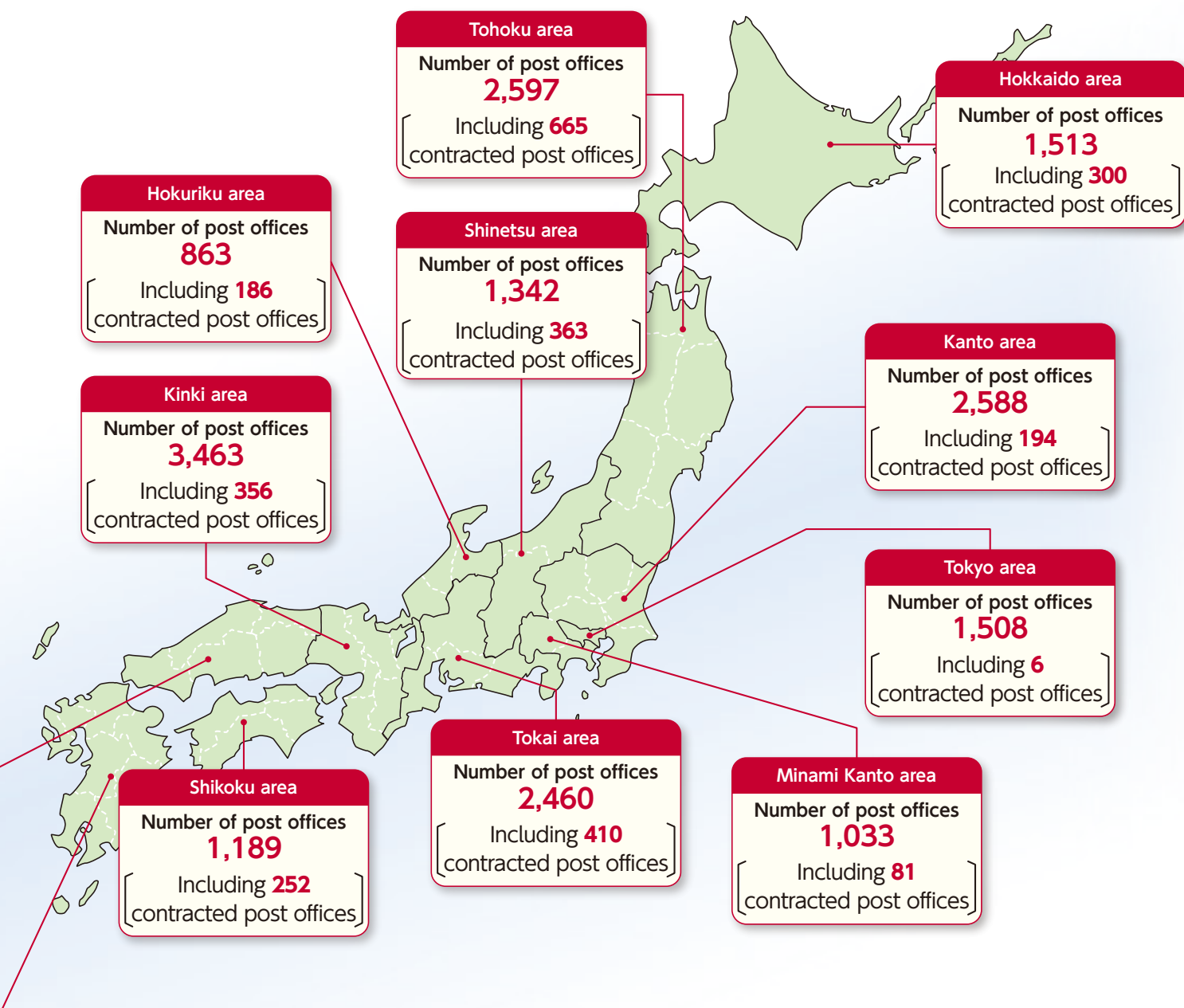
*Includes Tokyo's 23 special wards (as of April 5, 2014).

■ Post Offices in Japan (As of March 31, 2014)

Directly operated post offices (including branch offices)	20,209
Contracted post offices	4,302
Total	24,511

Note: Includes 66 directly operated post offices and 221 contracted post offices that are temporarily closed.





■ Initiatives for Maintaining the Post Office Network

Our post office network includes post offices directly operated by Japan Post and contracted post offices operated by local residents under outsourcing agreements. Some operators of contracted post offices have been unable to continue providing services for a variety of reasons, resulting in unavoidable temporary closures.

In response, Japan Post works to quickly resume operations and provides alternative services and other measures in communities affected by the temporary closure of contracted post offices.

● Initiatives for Resuming Operations at Temporarily Closed Contracted Post Offices

Since March 2008, support measures for contracted operators have been implemented, including an increase in handling commission fees paid to contractors and the implementation of a system for subleasing of facilities. As a result of these measures, the number of temporarily closed contracted post offices, which stood at 417 at the time of privatization, decreased to 221 as of March 31, 2014 (15 of which are due to the earthquake disaster).

● Provide Provisional Services for Temporarily Closed Contracted Post Offices

In areas where the operations of temporarily closed post offices are unlikely to be resumed soon, we are providing the following provisional services.

○ **Visiting Services Provided by Personnel from Directly Operated Post Offices**
We are providing visiting services by personnel from directly operated post offices to rural areas to provide services at a public facility or other location (twice a week, a half-day each). Among the areas where contracted post offices have been temporarily closed, these services were being provided at 43 locations as of March 31, 2014.

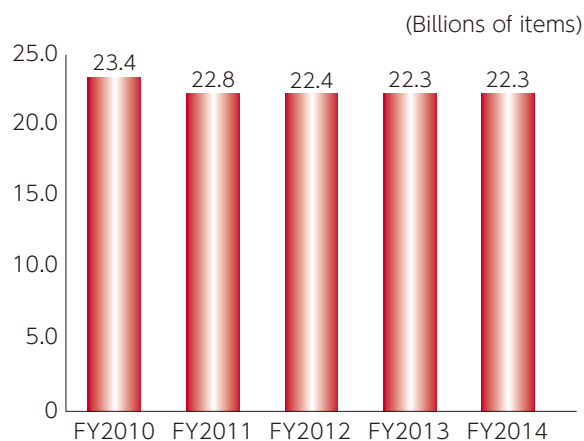
○ Services Provided by Mobile Post Offices

We are dispatching mobile post offices (*Poskuru*), which are specialized vehicles, to provide various services in Naruto City and the surrounding area in Tokushima Prefecture.

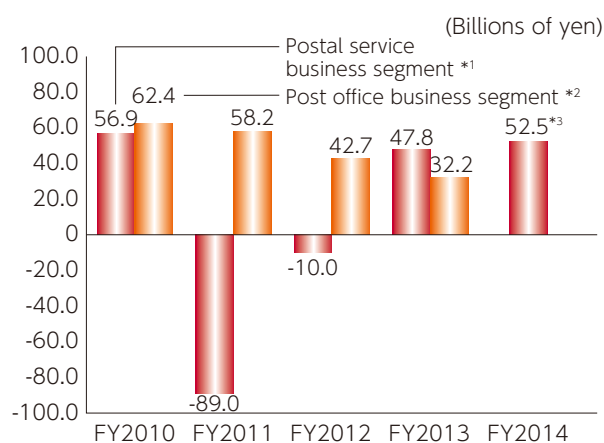
3. Business Volume and Profits of Group Companies

Japan Post Co., Ltd.

Total consigned volume of mail



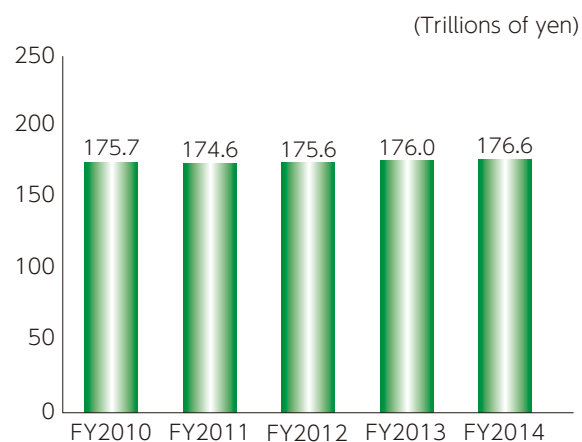
Net ordinary income



Notes: 1. The figures for Japan Post Service Co., Ltd. prior to the merger and for the postal service business segment after the merger are listed.
 2. The figures for Japan Post Network Co., Ltd. prior to the merger and for the post office business segment after the merger are listed.
 3. The figures for Japan Post Co., Ltd. are listed.

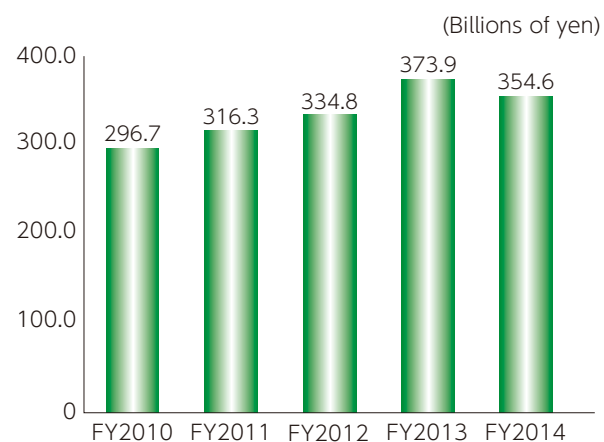
Japan Post Bank Co., Ltd.

Deposits



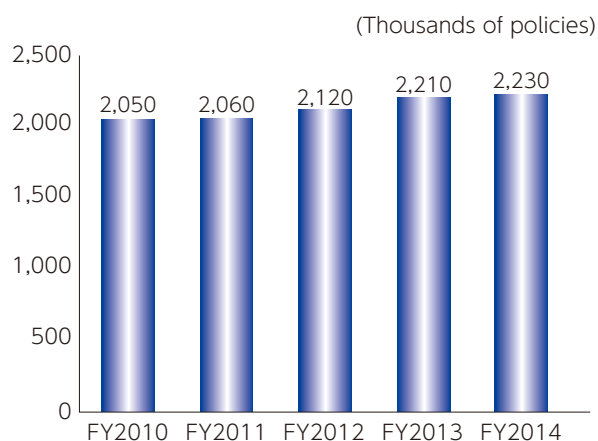
Note: Accrued interest is not included herein.

Net income

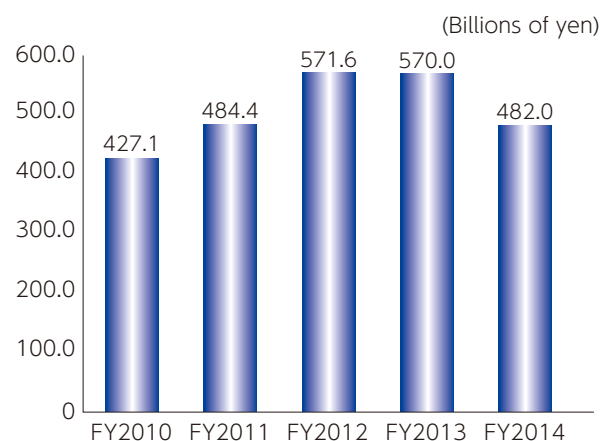


Japan Post Insurance Co., Ltd.

Number of new policies (individual insurance)



Core profit



4. Group Companies Data

(As of March 31, 2014)

Japan Post Holdings Co., Ltd.



Company name: JAPAN POST HOLDINGS Co., Ltd. (URL: <http://www.japanpost.jp/>)
 Head office location: 3-2, Kasumigaseki 1-chome, Chiyoda-ku, Tokyo 100-8798, Japan
 Telephone: 03-3504-4411 (Japan Post Group main number)
 Paid-in capital: ¥3,500 billion
 Date of establishment: January 23, 2006
 Legal basis: Established under the Japan Post Holdings Co., Ltd. Act (Law No. 98 of October 21, 2005)
 Lines of business: Management of Group companies
 Principal business locations: Health Management Administration Center (1), Health Management Offices (49), Facility Management Centers (7), Japan Post Teishin Hospitals (14), Hotels (71), Postal College (1), Kumamoto Administration Office (1)

■ Information on Shares
 1. Number of Shares
 Total shares issued: 150,000,000
 Number of shareholders as of March 31, 2014: One
 2. Shareholder

Minister of Finance	Condition of holdings	
	Shares owned	Percentage of total issued
	150,000,000	100%

■ Number of Employees: 3,098*
 * The number of employees excludes employees assigned to other companies by Japan Post Holdings Co., Ltd. but includes employees assigned to Japan Post Holdings Co., Ltd. by other companies. The figures do not include part-time employees.

Japan Post Co., Ltd.



Company name: JAPAN POST Co., Ltd. (URL: <http://www.post.japanpost.jp/>)
 Head office location: 3-2, Kasumigaseki 1-chome, Chiyoda-ku, Tokyo 100-8798, Japan
 Telephone: 03-3504-4411 (Japan Post Group main number)
 Paid-in capital: ¥100 billion
 Date of establishment: October 1, 2007
 Legal basis: Established under the Japan Post Co., Ltd. Act (Law No. 100 of October 21, 2005)
 Lines of business: Postal operations; banking counter operations; insurance counter operations; sales of documentary stamps; operations consigned by local government entities; bank and life and non-life insurance agency services other than those mentioned previously; domestic distribution and delivery business and international cargo transport and agency services for air cargo business; logistics business; real estate business; and merchandise sales
 Principal business locations: Regional Offices (13), Post Offices (24,511), Training Institutes (10), Customer Service Center (1), Logistics Center (4), International Quality Control and Accounting Center (1), Postal Items Verification Center (1), Postal Accounting Center (1), Payment Center (1), Yu-Pack Accounting Center (1), Employee Compensation and Welfare Center (1), Tokyo Logistics Center (1)

■ Information on Shares
 1. Number of Shares
 Total shares issued: 4,000,000
 2. Shareholder

Japan Post Holdings Co., Ltd.	Condition of holdings	
	Shares owned	Percentage of total issued
	4,000,000	100%

■ Number of Employees: 194,688*
 * The number of employees excludes employees assigned to other companies by Japan Post Co., Ltd. but includes employees assigned to Japan Post Co., Ltd. by other companies. The figures do not include part-time employees.

*Number of post offices includes 4,302 contracted post offices.

Japan Post Bank Co., Ltd.



Company name: JAPAN POST BANK Co., Ltd. (URL: <http://www.jp-bank.japanpost.jp/>)
 Head office location: 3-2, Kasumigaseki 1-chome, Chiyoda-ku, Tokyo 100-8798, Japan
 Telephone: 03-3504-4411 (Japan Post Group main number)
 Paid-in capital: ¥3,500 billion
 Date of establishment: September 1, 2006 (On October 1, 2007, the name was changed from Yucho Co., Ltd. to Japan Post Bank Co., Ltd.)
 Lines of business: Banking
 Principal business locations: Regional Headquarters (13), Branches (234), Administration Service Centers (49), Operation Support Centers (11), Seal Card Management Center (1), Data Centers (2), Credit Card Collection Service Center (1), Overseas Representative Offices (2)
 Financial institution code number: 9900

■ Information on Shares
 1. Number of Shares
 Total shares issued: 150,000,000
 2. Shareholder

Japan Post Holdings Co., Ltd.	Condition of holdings	
	Shares owned	Percentage of total issued
	150,000,000	100%

■ Number of Employees: 12,963*
 * The number of employees excludes employees assigned to other companies by the Bank but includes employees assigned to the Bank by other companies. The figures do not include short-term contract and part-time employees.

Japan Post Insurance Co., Ltd.



Company name: JAPAN POST INSURANCE Co., Ltd. (URL: <http://www.jp-life.japanpost.jp/>)
 Head office location: 3-2, Kasumigaseki 1-chome, Chiyoda-ku, Tokyo 100-8798, Japan
 Telephone: 03-3504-4411 (Japan Post Group main number)
 Paid-in capital: ¥500 billion
 Date of establishment: September 1, 2006 (On October 1, 2007, the name was changed from Kanpo Co., Ltd. to Japan Post Insurance Co., Ltd.)
 Lines of business: Life insurance
 Principal business locations: Regional Headquarters (13), Branches (79), Service Centers (5)

■ Information on Shares
 1. Number of Shares
 Total shares issued: 20,000,000
 2. Shareholder

Japan Post Holdings Co., Ltd.	Condition of holdings	
	Shares owned	Percentage of total issued
	20,000,000	100%

■ Number of Employees: 6,948*
 * The number of employees excludes employees assigned to other companies by Japan Post Insurance Co., Ltd. but includes employees assigned to Japan Post Insurance Co., Ltd. by other companies. The figures do not include short-term contract and part-time employees.

2. Japan Post Group Highlights in Fiscal 2014

2013

April

May

June



Sales of original stationery items with "postal service" theme (4.1)



Sales of the fifth series of Regional *Gotochi* Form Cards (4.15)



Sales of Kamo-Mail (5.30 to 8.23)



Sales of *Doraemon* Letter Sets (6.4 to 3.31)

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Sales of *Posukuma* stuffed bear (6.4)



4.1

Sales of six original stationery items with "postal service" theme

Sold six stationery items, including a letter pad featuring a warm illustration of a pillar post box.

4.1

Renewal of JAPAN POST BANK *Tokimeki Club* service

We converted our JAPAN POST BANK *Tokimeki Club* service into a members only service for customers automatically receiving benefit payments from public pensions through Japan Post Bank.

4.1

Trial implementation of "Cool EMS"

According to the basic agreement reached on January 29, 2013, Japan Airlines Co., Ltd. and Japan Post launched on a trial basis a delivery service for small, temperature-sensitive parcels by way of EMS ("Cool EMS") for addresses in Taiwan and Singapore.

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4.1

Opened "Yubin Portal" website.

Opened *Yubin Portal* members only website and started providing online services that allow users to request redelivery or parcel pickup by using *Yubin* IDs.

4.15

Sales of the fifth series of Regional *Gotochi* Form Cards

Released a new series of *Gotochi* Form Cards featuring a total of 47 illustrations of tourist spots, events and products representative of each region, including "Tokyo/Tokyo Station Marunouchi Building."

4.27

Held a signing ceremony for a partnership agreement between Okinawa Prefecture and the Japan Post Group.

Signed a partnership and cooperation agreement with Okinawa Prefecture for an expansion of sales channels of Okinawa's specialty products and promotion of its culture and tourism industry.

5.30

Business alliance between Benesse Corporation and Japan Post

Concluded a business alliance agreement with Benesse Corporation with the aim of promoting the culture of letter writing and intergenerational communication.

5.30 to 8.23

Sales of Kamo-Mail

Sold Kamo-Mail summer 2013 greeting postcards available in three types: one plain and two illustrated.

6.1

Start of postal services at Lawson Store 100

Installed post boxes at Lawson Store 100 premises nationwide and started Yu-Pack and postal services in stores.

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6.3 to 8.30

Held a purchase commission cashback campaign for JAPAN POST BANK Investment Trust WEB Premier service.

The cashback campaign was held for fee-paying members of our members only Internet investment trust service, JAPAN POST BANK Investment Trust WEB Premier.

6.4

Sales of *Posukuma* goods stuffed toy

Sold *Posukuma* stuffed bear (L size), a character originally from a greeting stamp, at 162 post offices nationwide.

6.4 to 3.31

Sales of *Doraemon* Letter Sets

Sold *Doraemon* Letter Sets, each including letter sheets, stickers and a plastic folder featuring characters from the popular animation film *Doraemon*, as well as envelopes resembling the shape of the Anywhere Door, one of *Doraemon's* gadgets.

6.10

Started accepting advance applications for opening Nippon Individual Savings Account (NISA) accounts.

Prior to the January 2014 introduction of a new tax exemption scheme, NISA (Nippon Individual Saving Account), we started accepting applications for opening NISA accounts and held a campaign to give away QUO cards to those who have applied for the service.

July

August

September



Festival of 10 Million People's Radio Exercise and *Minna no Taiso* (7.28)

Total number of visitors to JP Tower's KITTE commercial complex exceeds 10 million (8.23)



Business alliance with Aflac (7.26)



Radio Exercise session at elementary schools (Toyama City) (9.5 to 11.25)

Poster of the 37th JAPAN U-12 FOOTBALL CHAMPIONSHIP (7.28 to 8.3)



7.4

Sales of a new series of original frame stamps featuring Mount Fuji
Sold a new series of original frame stamps commemorating the designation of Mount Fuji as a UNESCO World Heritage site.

7.23 to 3.31

Event for supporting the recovery of the Tohoku region held jointly by The Pokémon Company and Japan Post
Jointly with "POKÉMON with YOU" support activities for disaster areas, we held an event to link children living in disaster-affected areas in the Tohoku region and children elsewhere in Japan via letters.

7.26

Business alliance with Aflac
Japan Post Holdings and American Family Life Assurance Company of Columbus (Aflac) reached a basic agreement concerning the formation of a business alliance.

7.28

Festival of 10 Million People's Radio Exercise and *Minna no Taiso*
Held the 52nd Festival of 10 Million People's Radio Exercise and *Minna no Taiso* ("Exercise for Everyone") in Akita City, Akita Prefecture.

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7.28 to 8.3

Support for the 37th JAPAN U-12 FOOTBALL CHAMPIONSHIP
To foster children's sound physical and mental growth and development through football, we provided support to the 37th JAPAN Under-12 FOOTBALL CHAMPIONSHIP. The national tournament was held at Gotemba Kogen Toki no Sumika in Shizuoka Prefecture from July 28 to August 3.

8.5

Expanded lineup of investment trust products.
Started sales of risk-controlled funds and single country funds and expanded sales channels for some products.

8.19

JAPAN POST BANK Direct protected by PhishWall Premium
Our Internet banking service, JAPAN POST BANK Direct, is now protected by PhishWall Premium, a browser security software program designed to counter MITB* attacks.
* Man-in-the-browser: A security attack that infects a victim's computer, showing the victim a fake screen and steals personal identification number and password to gain illegal access

8.23

Total number of visitors to JP Tower's KITTE commercial complex exceeds 10 million
On the 156th day from its opening on March 21, 2013, the total number of visitors to JP Tower's KITTE commercial complex exceeded 10 million.

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9.1

Concluded an agreement on the formation of a regional information network at the time of disaster.
The Japan FM Network Association and Japan Post concluded an agreement on the formation of a regional information network upon the occurrence of a disaster.

9.5 to 11.25

Held Radio Exercise sessions at elementary schools.
Held Radio Exercise sessions at 14 elementary schools nationwide.

9.6

Established a local corporation in Shanghai, China.
After receiving approval for the establishment of a new company (operating license) from the Shanghai City authorities, Japan Post established Japan Post International Logistics Co., Ltd. in Shanghai, China.

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9.11 to 12.30

Conducted new NISA campaign.
Newly conducted campaign targeting users opening NISA accounts and provided book coupons as a giveaway.



Ceremony to announce the establishment of the Japan Post Group Women's Athletics Team (10.1)



Sales of New Year's postcards (11.1 to 1.10)



JAPAN POST BANK Piggy Bank Design Contest (12.5)



Start of offering condolence cards (10.1)



Sales of *Otoshidama* KitKat (11.1 to 1.10)



Participation in Eco-Products 2013 (12.12 to 12.14)

10.1

Held a ceremony to announce the establishment of the Japan Post Group Women's Athletics Team.

We held a ceremony to announce the establishment of the Japan Post Group Women's Athletics Team at JP Tower. (The team was established on April 1, 2014.)

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10.1

Launched delivery time-specified mail.

Started providing delivery time-specified mail service, which allows the sender to specify delivery time.

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10.1

Trial implementation of Post Office Watch Service

Started this watch service on a trial basis within six areas across Japan.

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10.1

Started offering condolence cards and items to be sent with condolence message.

Started offering three condolence items: a series of condolence cards and two types of gifts to be sent with a condolence message.

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10.1

Expanded the number of post offices handling financial products.

Among the existing line of financial products sold at post offices, we increased the number of post offices handling variable annuities, cancer insurance, life insurance for companies (for management-level personnel) and auto insurance.

11.1 to 1.10

Sales of New Year's postcards

Sold 2014 New Year's postcards.

[Go to P.28](#)

11.1 to 1.10

Sales of In print New Year's lottery postcards, *Otoshidama* KitKat with *Otoshidama* envelope and other items

Sold In print New Year's lottery postcards with pre-printed illustrations and greeting messages, New Year's stickers, *Otoshidama* (New Year's money) gift envelopes, *Nengajo pen* (pen suitable for writing New Year's postcards) and *Otoshidama* KitKat with *Otoshidama* envelope.

12.4 to 3.31

Sales of *Kit Mail*

Sold the 2014 version of *Kit Mail* (with KitKat paper Dharma doll), a product jointly developed with Nestlé Japan Ltd.

12.5

Announced the prizewinners for JAPAN POST BANK Piggy Bank Design Contest.

Conducted the final judging and announced the prizewinners for the 38th JAPAN POST BANK Piggy Bank Design Contest. Also donated about ¥8.12 million (¥10 for every piggy bank entry received) to the Japan Committee for UNICEF and Japan International Cooperation Agency (JICA).

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12.12 to 12.14

Participation in Eco-Products 2013

The Japan Post Group participated in Eco-Products 2013, the largest environmental exhibition in Japan.

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2014 January

February

March



Delivery of New Year's postcards (1.1)



Opening of *Kanpo* Healthy Café (1.23 to 1.26)



Held "*Kanpo* Kids Smile World® 2013." (3.9, 15 and 21)



Postcards that won a Minister of Education, Culture, Sports, Science and Technology Award (1.23)



Held "THANKS KITTE" event. (3.21 to 4.6)



Special support for Competition of Junior *Honinbo* for the Japan Post Bank Cup (3.26 to 3.27)

■ 1.1 ●
Delivery of New Year's postcards
 Delivered 1,829 million New Year's postcards nationwide on January 1, 2014.

■ 1.6 to 3.31 ●●
Started providing NISA account services.
 Started NISA account services. Also held a campaign to give away QUO cards to customers who purchased investment trust products through their NISA accounts.

■ 1.6 ●
Enhanced the security features of "JAPAN POST BANK Direct" (our online banking services).
 Started an additional authentication with a one-time password sent via e-mail.

■ 1.19 ●
Held a drawing for New Year's lottery postcards.
 Held a drawing for 2014 New Year's lottery postcards at the JP Tower Hall and Conference center and picked the winning numbers for the first to third prizes.

■ 1.23 ●
Announced the prizewinners for the Letter Writing Contest.
 Announced the prizewinners for the 46th Letter Writing Contest (held from June 3 to September 24, 2013).

■ 1.23 to 1.26 ●
Opening of *Kanpo* Healthy Café
 Japan Post Insurance held a recipe contest jointly with COOKPAD, a Japanese recipe website providing a collection of user-posted recipes, and provided the award-winning recipes on the food menu at the *Kanpo* Healthy Café, which opened for a limited period in Aoyama, Tokyo.

■ 1.26 ●
Held the National Presentation Contest for Communication by Postcard.
 Encouraged elementary schools that have participated in the letter writing workshop program to send in heart-warming postcards exchanged in their classrooms, and selected and announced 18 outstanding ones at this national contest.

■ 2.1 ●
Launched a service to provide area information to smartphones.
 In cooperation with Manazuru City, Kyoto, Japan Post and MEDIASEEK, inc. launched a service to provide area information to smartphones from post boxes by using QR Code.

■ 2.1 ●
Started providing evening life planning seminars and weekend individual consulting sessions at Japan Post Bank branches.
 For customers who do not have access to our services during business hours on weekdays, 17 Japan Post Bank branches nationwide started providing financial and life planning advice services through evening seminars and weekend individual consulting sessions. [Go to P.46](#)

■ 2.3 ●
"Life is Full of Dreams" new corporate advertising campaign
 Launched new nationwide corporate advertising campaign featuring young Japanese actress Rena Nonen. [Go to P.61](#)

■ 2.3 ●
Launched receipt of payment and fund transfer notice web inquiry service.
 Launched a service for users to view receipt of payment and fund transfer notices online, enabling them to quickly check payments made to and from their transfer accounts.

■ 2.3 to 5.30 ●●
"Freshers Campaign"
 Held a "Freshers Campaign" at post offices and branches of Japan Post Bank nationwide.

■ 2.26 ●
Announcement of "Japan Post Group Medium-Term Management Plan — New Japan Post Group Network Creation Plan 2016"
 For the first time in its history, the Japan Post Group formulated and announced a medium-term management plan covering the period from fiscal 2015 to 2017.

■ 3.1 ●
Held the "Japan Post Insurance Public Talk on People's Health 2014."
 Held a public talk on promoting a healthy life in Kobe City, Hyogo Prefecture. [Go to P.77](#)

■ 3.3 ●
Issuance of new ordinary stamps and standard postcards with revised postage rates
 Issued new ordinary stamps and standard postcards following the revision to the postage rates on April 1, 2014.

■ 3.3 ●
Expanded the number of post offices handling cancer insurance.
 For Aflac's cancer insurance products already handled by post offices, we increased the number of post offices providing these products to 2,980 nationwide.

■ 3.9, 15 and 21 ●
Held "*Kanpo* Kids Smile World® 2013."
 Held a child care support event, including various fun programs enjoyed by both parents and children, in three prefectures (Iwate, Miyagi and Fukushima). [Go to P.77](#)

■ 3.13 ●
Announced the prizewinners for the All-Japan New Year's Postcard Contest.
 Announced the prizewinners for the 11th All-Japan New Year's Postcard Contest (held from October 15, 2013 to January 20, 2014).

■ 3.21 to 4.6 ●
Held "THANKS KITTE" event.
 JP Tower's KITTE commercial complex celebrated its 1st anniversary on March 21, 2014.

■ 3.26 to 3.27 ●
Special support for Competition of Junior *Honinbo* for the Japan Post Bank Cup
 To foster intergenerational communication and local revitalization, we provided special support to the Competition of Junior *Honinbo*, in which children of junior high school age or younger competed for the top position in Japan. At the national tournament held on March 26 and 27, 2014, participants fully demonstrated their Go skills. [Go to P.76](#)

3. History of the Japan Post Group

Year	Major Event
1871	Modern postal service established (new postal system set up between Tokyo and Kyoto and Tokyo and Osaka)
1872	Registered mail service launched Nationwide postal network completed
1873	Nationwide flat-rate system introduced Issuance of postcards begun
1875	Government mail offices and mail handling offices renamed post offices Postal money order service established International mail service launched Postal savings service established
1877	Joined the Universal Postal Union
1880	Foreign postal money order service launched
1885	Issuance of reply-paid postcards begun Ministry of Communications established
1887	The 〒 mark adopted as the logo for the Ministry of Communications
1892	Parcel post service begun
1894	First commemorative stamps (two types; celebrating the 25th royal wedding anniversary of the Meiji Emperor) issued
1899	Special New Year's postcards delivery service launched (suspended in 1923, when the Great Kanto Earthquake occurred, and in the pre- and post-war periods from 1940 to 1947)
1901	Red post boxes introduced
1906	Money Transfer service established
1910	Governmental pensions payment receiving service launched
1911	Express mail service launched
1916	Postal life insurance service established
1926	Postal life annuity service established
1928	<i>Kokumin Hoken Taiso</i> (radio exercise) program launched
1931	Foreign Money Transfer service launched
1941	<i>TEIGAKU</i> deposits introduced
1944	System allowing payment of postage in arrears introduced
1949	The Ministry of Posts and Telecommunications established Law Concerning Contracted Post Offices went into effect Issuance of New Year's lottery postcards begun
1950	Issuance of summer greeting postcards begun
1951	New radio exercise program launched
1961	Postal orders (<i>TEIGAKU KOGAWASE</i>) service introduced
1968	Three- or five-digit postal code system introduced
1973	Depositor loan service introduced
1975	Express mail service (EMS) launched

Year	Major Event
1977	Online postal life insurance service launched
1978	Online postal savings service launched
1980	Cash dispensers (CDs) for postal savings introduced
1981	Automatic teller machines (ATMs) for postal savings introduced Trial service for electronic postal mail launched
1983	<i>Furusato</i> parcel service launched
1986	Automatic insurance premiums transfer service launched
1988	Sales of Japanese Government Bonds etc. begun
1989	Issuance of regional stamps (later renamed <i>Furusato</i> stamps) and New Year's lottery stamps begun The passbook with remittance service launched
1991	Issuance of <i>Furusato</i> picture postcards and donation-added New Year's lottery stamps begun Foreign exchange service launched
1998	Seven-digit postal code system introduced
1999	ATM/CD alliance service with private-sector financial institutions launched <i>Minna no Taiso</i> ("Exercise for Everyone") program developed Sales of lotteries begun
2000	Mutual remittance services between post offices and private-sector financial institutions begun
2001	Postal Services Agency established
2002	Defined contribution pensions (individual annuities) service begun
2003	Japan Post established EXPACK500 standard-size parcel service launched
2005	Sales of investment trusts begun
2007	Japan Post Group established Agent sales of automobile insurance begun
2008	Issuance of JP BANK CARD begun Intermediary service for individual loans launched Agent sales of Variable Annuities Policies begun A new hospitalization rider, <i>Sono hi kara</i> , launched Agent sales of third-sector insurance begun Sales of life insurance for corporate clients (for management-level personnel) begun
2009	Online connection to the Zengin Data Telecommunication System (Zengin System) established
2010	Letter Pack service launched
2012	The "Act for Partial Revision of the Postal Service Privatization Act and others" went into effect, Japan Post Service and Japan Post Network merged, and Japan Post Co., Ltd. established Japan Post Group Vision 2021 announced
2013	Grand opening of JP Tower
2014	"Japan Post Group Medium-Term Management Plan—New Japan Post Group Network Creation Plan 2016" announced

4. Japan Post Group Financial Review

1 Consolidated Summary (April 1, 2013 to March 31, 2014)

The Japan Post Group's consolidated net ordinary income was ¥1,103.6 billion and net income was ¥479.0 billion. At the end of the fiscal year, total assets amounted to ¥292,246.4 billion and net assets totaled ¥13,388.6 billion.

1. Results of Operations (Year ended March 31, 2014)

	Japan Post Group	Japan Post Holdings	Japan Post	Japan Post Bank	Japan Post Insurance
Ordinary income	¥15,240.1 billion	¥276.3 billion	¥2,792.4 billion	¥2,076.3 billion	¥11,233.9 billion
Net ordinary income	¥1,103.6 billion	¥147.8 billion	¥52.5 billion	¥565.0 billion	¥463.5 billion
Net income	¥479.0 billion	¥155.0 billion	¥32.9 billion	¥354.6 billion	¥63.4 billion

(Reference: Year ended March 31, 2013)

Ordinary income	¥15,849.1 billion	¥268.7 billion	¥2,773.2 billion	¥2,125.8 billion	¥11,834.9 billion
Net ordinary income	¥1,225.0 billion	¥125.6 billion	¥80.1 billion	¥593.5 billion	¥529.3 billion
Net income	¥562.7 billion	¥145.2 billion	¥60.0 billion	¥373.9 billion	¥91.0 billion

Note: Amounts less than ¥100 million are rounded down. The aggregate consolidated amounts and aggregate non-consolidated amounts do not correspond because of other consolidated accounting procedures.

The results of operations for the fiscal year ended March 31, 2014 for four principal companies are shown above. After adding the

results of operations of other subsidiaries and affiliated companies to consolidated operations, net income amounted to ¥479.0 billion.

2. Financial Condition (Year ended March 31, 2014)

	Japan Post Group	Japan Post Holdings	Japan Post	Japan Post Bank	Japan Post Insurance
Total assets	¥292,246.4 billion	¥9,740.1 billion	¥4,801.7 billion	¥202,512.8 billion	¥87,088.6 billion
Total liabilities	¥278,857.7 billion	¥1,020.7 billion	¥4,240.7 billion	¥191,048.3 billion	¥85,554.1 billion
Net assets	¥13,388.6 billion	¥8,719.3 billion	¥560.9 billion	¥11,464.5 billion	¥1,534.4 billion

(Reference: Year ended March 31, 2013)

Total assets	¥292,892.9 billion	¥9,711.1 billion	¥4,806.5 billion	¥199,840.6 billion	¥90,462.3 billion
Total liabilities	¥280,444.7 billion	¥1,108.3 billion	¥4,263.4 billion	¥188,843.1 billion	¥88,997.5 billion
Net assets	¥12,448.1 billion	¥8,602.8 billion	¥543.0 billion	¥10,997.5 billion	¥1,464.7 billion

Note: Amounts less than ¥100 million are rounded down. The aggregate consolidated amounts and aggregate non-consolidated amounts do not correspond because of other consolidated accounting procedures.

Consolidated total assets at the end of the fiscal year were ¥292,246.4 billion, a year-on-year decrease of ¥646.5 billion. Assets included securities of ¥235,623.1 billion and loans of ¥14,096.9 billion.

Consolidated total liabilities at the end of the fiscal year were ¥278,857.7 billion, a year-on-year decrease of ¥1,586.9 billion. Liabilities included deposits of ¥175,291.9 billion and policy reserves of ¥80,799.9 billion.

After excluding ¥38.5 billion in dividends within retained earnings and adding consolidated net income of ¥479.0 billion, net assets rose from ¥12,448.1 billion at the end of the previous fiscal year-end to ¥13,388.6 billion. Net assets included net unrealized gains on available-for-sale securities of ¥2,750.4 billion.

As of March 31, 2014, the consolidated capital adequacy ratio (domestic standard) was 49.23%.

3. Consolidated Financial Highlights (April 1, 2013 to March 31, 2014)

■ Consolidated Results of Operations

Ordinary income (Year ended March 31, 2014) ¥15,240,126 million (Year ended March 31, 2013) ¥15,849,185 million	▶	Net ordinary income (Year ended March 31, 2014) ¥1,103,603 million (Year ended March 31, 2013) ¥1,225,094 million	▶	Net income (Year ended March 31, 2014) ¥479,071 million (Year ended March 31, 2013) ¥562,753 million
Net income per share (Year ended March 31, 2014) ¥3,193.81 (Year ended March 31, 2013) ¥3,751.69		Diluted net income per share (Note) (Year ended March 31, 2014) — (Year ended March 31, 2013) —		
Return on equity (Year ended March 31, 2014) 3.7% (Year ended March 31, 2013) 4.8%		Net ordinary income/ Total assets (Year ended March 31, 2014) 0.4% (Year ended March 31, 2013) 0.4%		Net ordinary income/ Ordinary income (Year ended March 31, 2014) 7.2% (Year ended March 31, 2013) 7.7%

(Reference) Equity in earnings of affiliates
 Year ended March 31, 2014: ¥12 million
 Year ended March 31, 2013: ¥22 million

Note: Because there was no dilution, the amount for net income per share after dilution is omitted.

■ Consolidated Financial Condition

Total assets (Year ended March 31, 2014) ¥292,246,440 million (Year ended March 31, 2013) ¥292,892,975 million		Net assets (Year ended March 31, 2014) ¥13,388,650 million (Year ended March 31, 2013) ¥12,448,197 million
Capital adequacy ratio (Note 1) (Year ended March 31, 2014) 4.6% (Year ended March 31, 2013) 4.2%	Net assets per share (Year ended March 31, 2014) ¥89,247.18 (Year ended March 31, 2013) ¥82,978.51	Consolidated capital adequacy ratio (domestic standard) (Note 2) (Year ended March 31, 2014) 49.23% (Year ended March 31, 2013) 57.38%

Notes: 1. The capital adequacy ratio is calculated by dividing net assets less minority interests at the end of the fiscal year by total assets at the end of the fiscal year.

2. The consolidated capital adequacy ratio (domestic standard) is calculated in line with provisions of Article 52-25 of the Banking Act and on the basis of criteria for judging whether a bank holding company's capital adequacy ratio and that of its subsidiaries are appropriate in light of assets held (Financial Services Agency Notice No. 20, 2006). From the fiscal year ended March 31, 2014, the Company has adopted a domestic standard based on Basel III.

(Reference) Equity capital
 Year ended March 31, 2014: ¥13,387,076 million
 Year ended March 31, 2013: ¥12,446,776 million

2 Japan Post Holdings Financial Highlights (April 1, 2013 to March 31, 2014)

In addition to serving as a holding company, Japan Post Holdings operates hospitals and hotels and also contracts to provide shared services to Group companies. Ordinary income was ¥276.3 billion, net ordinary income was ¥147.8 billion and net income was ¥155.0 billion.

■ Results of Operations

Operating income (Year ended March 31, 2014) ¥272,988 million (Year ended March 31, 2013) ¥265,304 million	▶	Net operating income (Year ended March 31, 2014) ¥146,002 million (Year ended March 31, 2013) ¥121,207 million	▶	Net ordinary income (Year ended March 31, 2014) ¥147,837 million (Year ended March 31, 2013) ¥125,666 million	▶	Net income (Year ended March 31, 2014) ¥155,090 million (Year ended March 31, 2013) ¥145,228 million
Net income per share (Year ended March 31, 2014) ¥1,033.94 (Year ended March 31, 2013) ¥ 968.19		Diluted net income per share (Note) (Year ended March 31, 2014) — (Year ended March 31, 2013) —				
Return on equity (Year ended March 31, 2014) 1.8% (Year ended March 31, 2013) 1.7%		Net ordinary income/ Total assets (Year ended March 31, 2014) 1.5% (Year ended March 31, 2013) 1.3%		Net operating income/ Operating income (Year ended March 31, 2014) 53.5% (Year ended March 31, 2013) 45.7%		

Note: Because there was no dilution, the amount for net income per share after dilution is omitted.

■ Financial Condition

Total assets (Year ended March 31, 2014) ¥9,740,129 million (Year ended March 31, 2013) ¥9,711,170 million		Net assets (Year ended March 31, 2014) ¥8,719,384 million (Year ended March 31, 2013) ¥8,602,843 million
Capital adequacy ratio (Year ended March 31, 2014) 89.5% (Year ended March 31, 2013) 88.6%	Net assets per share (Year ended March 31, 2014) ¥58,129.23 (Year ended March 31, 2013) ¥57,352.29	(Reference) Equity capital Year ended March 31, 2014: ¥8,719,384 million Year ended March 31, 2013: ¥8,602,843 million

3

Japan Post Financial Highlights (April 1, 2013 to March 31, 2014)

In the postal service business, we handled a total of 22,324.42 million items including 18,571.78 million items of mail, 428.44 million Yu-Pack parcels and 3,324.21 million Yu-Mail booklet parcels. Although operating income posted a turnaround and increased thanks to rises in Yu-Pack, Yu-Mail and EMS services, higher personnel expenses and expenses led to a decline in net operating income from the previous fiscal year, resulting in operating income of ¥1,777.6 billion and net operating income of ¥9.4 billion.

In the post office business, an expansion of revenue in new businesses and a decrease in personnel expenses and expenses resulted in operating income of ¥1,183.5 billion and net operating income of ¥37.5 billion.

■ Results of Operations

Operating income (Year ended March 31, 2014) ¥2,773,958 million (Year ended March 31, 2013) ¥2,054,124 million	Net operating income (Year ended March 31, 2014) ¥46,999 million (Year ended March 31, 2013) ¥91,219 million	Net ordinary income (Year ended March 31, 2014) ¥ 52,532 million (Year ended March 31, 2013) ¥100,299 million	Net income (Year ended March 31, 2014) ¥32,911 million (Year ended March 31, 2013) ¥83,012 million
Net income per share (Year ended March 31, 2014) ¥ 8,227.87 (Year ended March 31, 2013) ¥20,753.19	Diluted net income per share (Note 2) (Year ended March 31, 2014) — (Year ended March 31, 2013) —		
Return on equity (Year ended March 31, 2014) 6.0% (Year ended March 31, 2013) 19.7%	Net ordinary income/Total assets (Year ended March 31, 2014) 1.1% (Year ended March 31, 2013) 2.5%	Net operating income/Operating income (Year ended March 31, 2014) 1.7% (Year ended March 31, 2013) 4.4%	

Notes: 1. Regarding figures for the fiscal year ended March 2013, the settlement figures of the original Japan Post Service Co., Ltd. from October 2012 onward have been added to the settlement figures of the original Japan Post Network Co., Ltd.

2. Because there was no dilution, the amount for net income per share after dilution is omitted.

■ Financial Condition

Total assets (Year ended March 31, 2014) ¥4,801,764 million (Year ended March 31, 2013) ¥4,806,509 million	Net assets (Year ended March 31, 2014) ¥560,972 million (Year ended March 31, 2013) ¥543,076 million
Capital adequacy ratio (Year ended March 31, 2014) 11.7% (Year ended March 31, 2013) 11.3%	Net assets per share (Year ended March 31, 2014) ¥140,243.06 (Year ended March 31, 2013) ¥135,769.05

(Reference) Equity capital
 Year ended March 31, 2014: ¥560,972 million
 Year ended March 31, 2013: ¥543,076 million

■ Results of Operations by segment

Postal service business segment (Note)

Operating income (Year ended March 31, 2014) ¥1,777,635 million (Year ended March 31, 2013) ¥1,754,426 million	Net operating income (Year ended March 31, 2014) ¥ 9,454 million (Year ended March 31, 2013) ¥37,405 million
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Note: Regarding figures for the fiscal year ended March 2013, the settlement figures of the original Japan Post Service Co., Ltd. from April to September 2012 onward have been added to the settlement figures of Japan Post Co., Ltd.

Post office business segment

Operating income (Year ended March 31, 2014) ¥1,183,528 million (Year ended March 31, 2013) ¥1,187,938 million	Net operating income (Year ended March 31, 2014) ¥37,545 million (Year ended March 31, 2013) ¥27,216 million
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4 Japan Post Bank Financial Highlights (April 1, 2013 to March 31, 2014)

Deposits at Japan Post Bank totaled ¥176,612.7 billion (¥177,734.2 billion including accrued interest) as result of strengthened sales promotion capabilities in collaboration with Japan Post Co., Ltd. Ordinary income (revenues) was ¥2,076.3 billion, net ordinary income was ¥565.0 billion and net income was ¥354.6 billion. The capital adequacy ratio (non-consolidated, domestic standard) was 56.81%.

Results of Operations

Ordinary income (Year ended March 31, 2014) ¥2,076,397 million (Year ended March 31, 2013) ¥2,125,888 million		▶	Net ordinary income (Year ended March 31, 2014) ¥565,095 million (Year ended March 31, 2013) ¥593,535 million		▶	Net income (Year ended March 31, 2014) ¥354,664 million (Year ended March 31, 2013) ¥373,948 million	
Net income per share	(Year ended March 31, 2014) ¥2,364.43 (Year ended March 31, 2013) ¥2,492.98		Diluted net income per share (Note)	(Year ended March 31, 2014) — (Year ended March 31, 2013) —			
Return on equity	(Year ended March 31, 2014) 3.1% (Year ended March 31, 2013) 3.5%	Net ordinary income/Total assets	(Year ended March 31, 2014) 0.2% (Year ended March 31, 2013) 0.3%	Net ordinary income/Ordinary income	(Year ended March 31, 2014) 27.2% (Year ended March 31, 2013) 27.9%		

Note: Because there was no dilution, the amount for net income per share after dilution is omitted.

Financial Condition

Total assets	(Year ended March 31, 2014) ¥202,512,882 million (Year ended March 31, 2013) ¥199,840,681 million	Net assets	(Year ended March 31, 2014) ¥11,464,524 million (Year ended March 31, 2013) ¥10,997,558 million
Capital adequacy ratio	(Year ended March 31, 2014) 5.6% (Year ended March 31, 2013) 5.5%	Net assets per share	(Year ended March 31, 2014) ¥76,430.16 (Year ended March 31, 2013) ¥73,317.05
		Capital adequacy ratio (non-consolidated, domestic standard) (Note)	(Year ended March 31, 2014) 56.81% (Year ended March 31, 2013) 66.04%

Note: The capital adequacy ratio (non-consolidated, domestic standard) is calculated in line with the provisions of Article 14-2 of the Banking Act and on the basis of calculation formulae prescribed under the criteria for judging whether a bank's capital adequacy ratio is appropriate in light of assets held (Financial Services Agency Notice No. 19, 2006). From the fiscal year ended March 31, 2014, the Company has adopted a domestic standard based on Basel III.

(Reference) Equity capital
 Year ended March 31, 2014: ¥11,464,524 million
 Year ended March 31, 2013: ¥10,997,558 million

5 Japan Post Insurance Financial Highlights (April 1, 2013 to March 31, 2014)

As a result of efforts to strengthen its sales promotion capabilities in collaboration with Japan Post Co., Ltd., Japan Post Insurance established 2.23 million new insurance policies for individuals, posting ordinary income of ¥11,233.9 billion, net ordinary income of ¥463.5 billion and net income of ¥63.4 billion. Insurance premiums amounted to ¥5,911.6 billion, and core profit was ¥482.0 billion, while retained earnings (reserve for price fluctuations and contingency reserve) totaled ¥3,203.0 billion, for a solvency margin ratio of 1,623.4%.

Results of Operations

Ordinary income (Year ended March 31, 2014) ¥11,233,925 million (Year ended March 31, 2013) ¥11,834,920 million		▶	Net ordinary income (Year ended March 31, 2014) ¥463,506 million (Year ended March 31, 2013) ¥529,375 million		▶	Net income (Year ended March 31, 2014) ¥63,428 million (Year ended March 31, 2013) ¥91,000 million	
Net income per share	(Year ended March 31, 2014) ¥3,171.42 (Year ended March 31, 2013) ¥4,550.02		Diluted net income per share (Note)	(Year ended March 31, 2014) — (Year ended March 31, 2013) —			
Return on equity	(Year ended March 31, 2014) 4.2% (Year ended March 31, 2013) 6.6%	Net ordinary income/Total assets	(Year ended March 31, 2014) 0.5% (Year ended March 31, 2013) 0.6%	Net ordinary income/Ordinary income	(Year ended March 31, 2014) 4.1% (Year ended March 31, 2013) 4.5%		

Note: Because there was no dilution, the amount for net income per share after dilution is omitted.

Financial Condition

Total assets	(Year ended March 31, 2014) ¥87,088,626 million (Year ended March 31, 2013) ¥90,462,364 million	Net assets	(Year ended March 31, 2014) ¥1,534,457 million (Year ended March 31, 2013) ¥1,464,771 million
Capital adequacy ratio	(Year ended March 31, 2014) 1.8% (Year ended March 31, 2013) 1.6%	Net assets per share	(Year ended March 31, 2014) ¥76,722.86 (Year ended March 31, 2013) ¥73,238.56
		(Reference) Equity capital	Year ended March 31, 2014: ¥1,534,457 million Year ended March 31, 2013: ¥1,464,771 million