



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.

We aim for the Group’s sustainable growth and a mid-to-long term improvement in our corporate value.
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

JP Code of Conduct

For our customers, for society, for our employees

We will act for smiles.  
We will act with pride.  
We will act on a new stage.

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Company Outline	Company name: JAPAN POST HOLDINGS Co., Ltd.	Paid-in capital: ¥3,500 billion
	Head office: 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8791	Securities code: 6178
	Date of establishment: January 23, 2006	Total number of shareholders: 632,264 (As of March 31, 2025)

Date of Publication: September 2025

Editorial Policy

In order to promote an understanding among stakeholders of the Japan Post Group's initiatives toward sustainable value creation, this integrated report has been created from dual perspectives. It thereby provides an overview both of financial and non-financial information pertaining to the Group, as well as of its business strategies and management issues.

The report also serves as a disclosure document. This is because, although the Company is not a bank holding company as defined by the Banking Act\* at the time of publication, it was a bank holding company for the entirety of fiscal 2024.

\* Reference guideline: International Integrated Reporting Framework, International Integrated Reporting Council (IIRC).

Subject of Reporting

Reporting period: April 2024–March 2025 (Part of this report includes information after this period.)

Scope of report: Japan Post Holdings Co., Ltd. and its subsidiaries and affiliated companies

Others: In addition to this report, please refer to the Integrated reports of Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd.

Please also refer to the most recent materials disclosed by Japan Post Holdings Co., Ltd., including the Notice of Ordinary General Meeting of Shareholders (Business Report, etc.), Annual Securities Report, and Summary Report of Financial Results, for detailed information on the state of business, financial conditions, and business results of Japan Post Holdings Co., Ltd. and each company of the Japan Post Group. Investments in securities issued by Japan Post Holdings, Japan Post Bank, and Japan Post Insurance should be based on the latest securities reports and disclosure documents of each company, which are prepared in accordance with the Financial Instruments and Exchange Act.

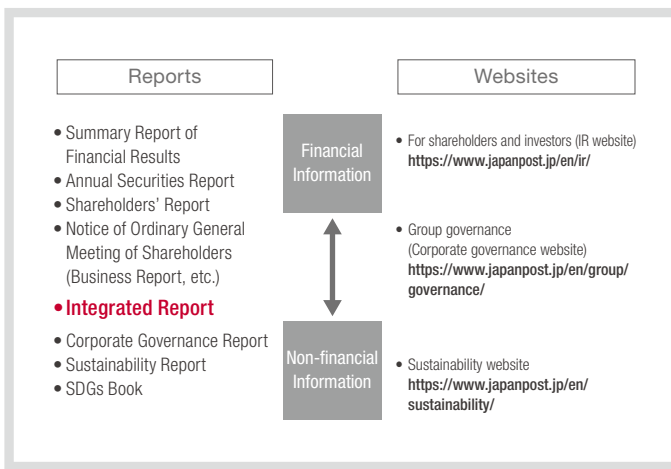
Disclaimer with Respect to Forward-Looking Statements

This Report is a translation of the Disclosure Document (the written explanation in Japanese of the business and financial conditions of Japan Post Holdings Co., Ltd. and the Japan Post Group) that was prepared pursuant to Article 52-29 of the Banking Act. This Report is not prepared for the purpose of soliciting any shares or other securities of Japan Post Holdings and its subsidiaries. This report contains forward-looking statements regarding future performance and other matters of the Japan Post Group and each company of the Japan Post Group.

These forward-looking statements do not constitute guarantees of future performance and are subject to risks and uncertainties. Therefore, these statements are subject to the impact of a wide range of future risk factors that include changes in preconditions concerning the business environment, economic circumstances and economic trends, changes in laws and regulations, the occurrence of large-scale disasters, changes in the value of assets held, reputation and rumor risk, and other risks. Accordingly, it should be noted that actual business results and other matters could differ from the details contained in this report.

Figures and percentages shown in this 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, 2025.

Publications and Their Positioning





## Inheriting the Founding Spirit

At the core of the Japan Post Group's management philosophy lies a spirit of being a behind-the-scenes supporter, inherited from our founder, MAEJIMA Hisoka. Under this philosophy, we are continuing to help support the lives of our customers and contribute to local communities.

**1871**

Postal business established;  
first postage stamps issued



縁の下の力持ちに  
なることを厭うな  
人のためによかれと  
願う心を常に持てよ

Don't be afraid to be a behind-the-scenes supporter.  
Always have the desire to do good for others.

Father of the modern Japanese Postal System  
**MAEJIMA Hisoka**



**1872**

Nationwide postal  
network completed

**1875**

Postal money order and  
postal savings business  
established

**1885**

The Ministry of  
Communications  
established



**1916**

Postal  
insurance  
business  
established



**1949**

The Ministry of  
Posts and  
Telecommunications  
established



**2001**

The Postal  
Services Agency  
established



**2003**

Japan Post  
established



## 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.

### We demonstrate maximum creativity and efficiency.

The Japan Post Group is a corporate group that creates value by leveraging its network. Our goal is to revitalize our network of post offices, which is built on the trust and confidence of our customers, through new innovations and initiatives and improved productivity, and to become a corporate group with a management foundation that customers can rely on for many years to come.

### We bring happiness to customers and employees by providing customer-oriented services and supporting the lives of customers in local communities.

The Group provides products and services to meet the diverse needs of its customers by helping people in local communities lead more comfortable, fulfilling, and contented lives. At the same time, we aim to be a corporate Group where all employees can work with a sense of fulfillment.

### Management transparency, compliance with rules

As one of the largest corporate groups in Japan, the Japan Post Group is carrying out the governance required of a private company, conducting fair business operations, and ensuring it is accountable to a range of stakeholders, including customers, business partners, shareholders, and local communities. At the same time, we aim to ensure thorough legal compliance, in order to become a corporate Group that earns the unwavering trust of society.

### Contributing to societal and community development

As an entity that plays a public role, the Group will continue to provide universal services centered on post offices, savings, and insurance. Furthermore, we will contribute to the development of society and local communities by engaging in corporate activities that value connections with local residents.



# The History of the Japan Post Group

Since the modern postal service was established in 1871 by MAEJIMA Hisoka, centered on its post office network, the Japan Post Group has offered a variety of products and services through its three core businesses (postal services, banking, and life insurance), always staying close to its customers.

Moreover, since the establishment of the Japan Post Group in 2007, it has expanded our services to support the lives of our customers and local communities.

## Japan Post Group

### 2007

#### The Japan Post Group established

Following the privatization of the postal service, Japan Post is dissolved, and the Japan Post Group is established with Japan Post Holdings Co., Ltd. as the holding company, centered on Japan Post Service Co., Ltd., Japan Post Network Co., Ltd., Japan Post Bank Co., Ltd., and Japan Post Insurance Co., Ltd.



### 2012

#### The Japan Post Group reorganized into a four-company structure

By merging Japan Post Service Co., Ltd. and Japan Post Network Co., Ltd. with Japan Post Network Co., Ltd. as the surviving company and changing the company name to Japan Post Co., Ltd., the Japan Post Group is reorganized from five companies to the current four companies



### 2015

#### Listed on the First Section of the Tokyo Stock Exchange

On November 4, 2015, Japan Post Holdings Co., Ltd., Japan Post Bank Co., Ltd., and Japan Post Insurance Co., Ltd. are simultaneously listed on the First Section of the Tokyo Stock Exchange. In the future, proceeds to Japan Post Holdings Co., Ltd. from the sale of the shares of the two financial companies are used to maintain and improve the corporate value and stock value of the Japan Post Group.



### 2018

#### Companies established to generate new revenue

Following the establishment of Japan Post Capital Co., Ltd. in November 2017, Japan Post Investment Corporation and Japan Post Real Estate Co., Ltd. are established. By expanding our business, we continue to acquire new revenue.



### 2018

#### Invests in Aflac Incorporated

Japan Post Holdings Co., Ltd., Aflac Incorporated, and Aflac Life Insurance Japan, Ltd. enter into a Strategic Alliance Based on a Capital Relationship.

## Postal Business

### 2010

Sales of Letter Pack launched

### 2013

Grand opening of the JP Tower (KITTE)



### 2015

Australian logistics company Toll Holdings Pty Limited becomes a subsidiary



### 2017

Post Office Mimamori (Watch over) Service launched

### 2019

Japan's first comprehensive contract of local government affairs (Yasuoka Village)

### 2021

JP Rakuten Logistics, Inc. established in partnership with Rakuten Group, Inc.

### 2021

Basic agreement on cooperation with Sagawa Express Co., Ltd.



### 2025

Tonami Holdings acquired as a subsidiary

## Banking Business

### 2008

JP BANK CARD launched

### 2009

Launches transfer service with other financial institutions, using the Zengin System

### 2015

Invests in JP Asset Management Co., Ltd.

### 2016

Invests in the first fund of the regional revitalization fund

### 2018

Japan Post Investment Corporation established

### 2019

Brokerage business for mortgage loans of Sony Bank, Inc. launched.

### 2020

- Yucho Bankbook App launched
- Brokerage business for mortgage loans of Shinsei Bank, Limited launched

### 2022

- Discretionary investment services (Yucho Fund Wrap) launched
- Gradually introduced Madotab self-service terminals at branches

### 2023

Launch of household account book app (Yucho Reco) service.

### 2024

Japan Post Bank Capital Partners Co., Ltd. established.

## Life Insurance Business

### 2008

- Commences commissioned sales of life insurance products for corporate clients
- Launches Sono hi kara, a new hospitalization rider

### 2014

Launches Hajime no Kampo, an educational endowment insurance

### 2015

- Launches Shin Free Plan (short-term premium payment), an endowment insurance
- Commences commissioned sales of life insurance products for corporate clients (general welfare group term insurance, etc.)

### 2017

Launches Sono hi kara Plus, a new medical care rider; Shin Nagaiki Kun Low Cash Value Plan, a new whole life insurance; and Choju no Shiawase, a longevity support insurance

### 2019

Launches Kampo ni Omakase, products with relaxed underwriting criteria; and an advanced medical care rider

### 2022

Launches Motto sono hi kara Plus, a new medical care rider.



### 2023

Revises Hajime no Kampo, an educational endowment insurance



### 2024

Launches Tsunagu Shiawase, a lump-sum payment wholelife insurance





## Message from the President of Holding Company



**Japan Post Group**  
striving to meet people's  
hopes, advance together

### NEGISHI Kazuyuki

Director, Representative Executive Officer,  
President, and Group CEO  
Japan Post Holdings Co., Ltd.

#### Appointment as president and Group CEO

I was appointed as president and Group CEO of Japan Post Holdings Co., Ltd. on June 25, 2025, taking the helm from Hiroya Masuda, who had steered the Japan Post Group for five and a half years.

Last year it came to light that, regrettably, Japan Post Co., Ltd., had not been conducting mandatory checks on the health and sobriety of its delivery drivers. Understandably, this has resulted in a loss of trust among customers. I thus would like to take this opportunity to offer my sincerest apologies for the disturbance and concern our lack of proper oversight has caused.

We take this matter very seriously, and are strictly conducting roll calls to prevent a recurrence of these lapses of responsibility and to win back public trust. Further, we are taking a number of steps to ensure that the items handled by our postal and parcel delivery

services reach their destinations without inconvenience to customers.

After joining Japan's former Ministry of Posts and Telecommunications in 1994, I was involved in a wide range of postal services, starting with post office-based life insurance programs and then postal and banking services. I gained invaluable experience over the past three decades as the country's postal services underwent major changes, including the reorganization of the Ministry of Posts and Telecommunications, the initial establishment of Japan Post as a public enterprise in 2003, and its privatization under a holding company structure in 2007. As organizations and systems changed, I often engaged in serious discussions with colleagues about the future of Japan's postal services, and those experiences have formed the foundation of my views on management. Among

my most memorable experiences is my role in helping integrate the postal, banking, and insurance services.

Beginning in 2004, when working for Japan Post I was in charge of these lines of business. The Company had been a public enterprise until then, and the three services had operated independently. Now we set up a new centralized organization based on the policy of then-President Masaharu Ikuta, who believed that, from a customer's perspective, the three services should be unified. I believe my experience at that time will be very useful as I undertake my duties as leader of the Japan Post Group.

Through my involvement in our operations, I have often interacted with employees working on the front lines, particularly at post offices. Hearing how they

provide services in close partnership with their communities, I have come to appreciate the way the Group management philosophy is being put into practice nationwide. At the core of my approach to management is what these employees have demonstrated: the need to stay true to our philosophy. This involves providing customer-oriented services, supporting the lives of customers in local communities, and aiming for the happiness of customers and employees. By channeling their front-line capabilities into a single force in line with the Group's management philosophy, we will take a new step forward in our efforts to contribute to Japan's sustainability and regional development through our services.

#### Our Group's strength

Looking ahead, I will do everything I can to unite the Japan Post Group so that it can raise its enterprise value, which is founded on trust. This has been earned over a long history by post offices working side by side with their customers and communities across the country. Based on the trust in all our workplaces and community-rooted post offices, our staff are working together every day to earnestly serve customers.

In my view, this is the Group's biggest strength. We do not treat customers in terms of transactions, but as real people and fellow members of our communities. We stand together with customers, serving them conscientiously and reliably. Such dedicated efforts

gradually have built up customer trust and firmly established the Japan Post brand.

In countless communities across the country, the needs of customers vary greatly. Our ability to precisely respond to their diverse requests and concerns is based on the cooperative efforts of employees working in our nationwide network of community-based post offices. As a result, customers have found that many matters which cannot be resolved by a single post office employee can be handled by teams of post offices. Without a doubt, the coordinated cooperation of our united nationwide network of front-line services is one of the Group's distinct strengths.

#### Learning from regional experience

At the outset, I mentioned that working for Japan Post at the time it operated as a public enterprise was an especially important time in my career. Much later, however, I also learned a great deal while serving as a senior executive officer and director of Japan Post's Tokai Regional Office for two years, starting in April 2023. There I observed how the region's post offices recognized the differing community-based needs and responded accordingly.

Tokai is a highly diverse region. It includes one of the country's largest cities, Nagoya, in Aichi Prefecture, as well as fishing ports and outlying islands off the coast of Mie and Shizuoka Prefectures, and mountain

villages in Gifu Prefecture that receive heavy snowfall. Given this environment, I carefully considered how individual post offices and their employees could act more autonomously, and how customer-oriented services and activities could be improved. To do so, I felt that it would be essential to make all employees more aware of our management philosophy, and have them put it into practice so it would be more than just a slogan.

For that purpose I initiated a variety of measures. We started by alleviating workloads at post offices by streamlining procedural documentation and operations to ensure that an adequate amount of time could be



dedicated to directly serving customers. We also upgraded post office equipment and facilities, and improved the workplace environment in ways that helped motivate employees to engage in customer-focused activities and accident prevention measures. I believe we will need to continue making this kind of steady progress.

As already mentioned, the strength of the Japan Post Group lies in the coordinated cooperation of its front-line services. Because the Group is a vast organization, however, vertical divisions and friction between departments are bound to arise. As head of the Tokai Branch, I recognized that the job of a branch leader is to eliminate such obstacles, one by one, in order to realize the full potential of our front-line services. It also became clear to me that an organization cannot be mobilized just by announcing plans and

## What I value in my work

The standpoints I had as head of a Japan Post regional branch and now have as president of Japan Post Holdings are dramatically different. Nevertheless, I see no need to change my basic attitude and approach. In my work, I always keep in mind the importance of making incremental progress, as expressed by the old adages: "Conquer a mountain one step at a time," and "A journey of a thousand miles begins with the first step."

In the past, I had assumed that, when management gave instructions and directives on a very general level, our organizations would mobilize and sort out the specific issues because they were so large. Based on my experience as a regional branch head, however, I learned how difficult it was to get results with such a top-down approach.

By contrast, we could effectively produce results with a bottom-up approach, with which we could find practical solutions one at a time, and then could share those cases as models for others to copy. I have come

## My role and objectives

I believe that management must provide a clear direction for the Group to follow, so that all members can come together and achieve progress. The Group's direction reflects its management philosophy and

policies. Effective concrete plans must be put in place, quickly executed, and their progress impartially assessed and verified.

As head of a regional branch, I worked closely with our post offices to raise awareness of our management philosophy, devise and carry out plans, and verify their outcomes. I believe this experience of integrating steps into a single process is a vital resource on which I will be able to draw in my management duties.

I also intend to make good use of my ability to evaluate situations from multiple perspectives in management, based on my experience in both overseeing each of Japan Post's businesses, back when it was a public enterprise, and closely managing its operations on the front line of services as a regional branch head.

to believe that accumulating solutions to small issues is the fastest way to solve major issues.

To genuinely put our management philosophy into practice, we must do everything possible to put customers first. With around 360,000 employees, the Group has incredible potential if the actions of all employees are coordinated. Conversely, if seemingly minor actions are neglected one after another, they can add up and cause major problems. For that reason, we must stick closely to the basics of customer service and build on our organizational strengths.

To accomplish that, we need systems and programs that give all employees enough time and latitude to engage with customers. Moreover, we must maintain our customer-first approach among our head office and regional branch employees, who give direction to everyone working on the front lines of our services. While my standpoint has changed in my new role, I intend to carry out my duties with a commitment to the basics of customer service and our front-line employees.

medium-term management plan, entitled JP Vision 2025+. I believe that my responsibility is to envision a co-creation platform so that, from these foundations, the Group can chart a course to realize it.

One might liken the Group to a large fleet of diverse ships. While each ship has its own strengths, if all of them do not sail together in formation, the fleet as a whole will not be able to move ahead. Taking a broader outlook with a view to optimizing the Group, I recognize that I must play a key role in eliminating organizational friction, duplication, and inefficiency. With this in mind, I will focus on three major objectives as president and CEO of Japan Post Holdings.

The first of my objectives is to strictly implement corporate governance practices Group-wide. Effectively ensuring governance in our organizations and properly conducting business across the Group as a whole are essential if we are to earn the trust of customers.

To strengthen the Group's corporate governance, we have already taken a variety of steps, such as improving internal reporting systems, strengthening the risk management, compliance, and internal audit function, and establishing a Group-wide code of conduct. So the occurrence of recent incidents is most regrettable, since they have eroded customers' trust and go against the Group's management philosophy.

The underlying reason for the events that occurred is, in my view, that the corporate governance systems we have in place are not being fully implemented. Addressing this matter is of the utmost importance, so I will concentrate on making these systems perform properly by thoroughly implementing them, thereby improving the inner workings of the Group as a whole.

To help employees maintain their focus on customers in their work, existing systems should be improved to suit actual conditions, such as by using digital technologies in systems for verifying that all required items are checked during roll calls, as it is important to not only consider customers but also employees. Therefore, we will take steps both to improve our corporate governance systems and to rigorously implement them.

As I have said repeatedly, from the time Japan Post operated as a public enterprise, it earned widespread public trust by serving as a partner with communities across the country. Partnering with our communities is the starting point for all the Group's employees, and they should demonstrate their commitment to doing so while taking pride in their work. From this perspective, in my role as president and CEO of Japan Post Holdings, I will place great importance on strict corporate governance of the Group.

My second objective is to ensure that JP Vision 2025+ stays on course. I am now responsible for this plan, so I want to see it through to completion in its final fiscal year, ending March 31, 2026. Successfully executing the plan and making a transition to a growth stage will be the first step on a path to the Group's sustainable growth and the establishment of a co-creation platform. While uniting the Group under our management philosophy, we will work to build an operational foundation that enables all Group companies to benefit, collaborate, and grow while keeping the medium-term management plan on course.

My third objective is to draw up feasible strategies for driving sustainable growth in the future under a new plan. In the Group's current structure, Japan Post Holdings owns the shares of the following companies: Japan Post Co., Ltd., which operates businesses in the areas of postal and domestic logistics, real estate, and post offices; Japan Post Bank Co., Ltd., which operates the banking business; and Japan Post Insurance Co., Ltd., which runs a life insurance business.

Each of our major businesses has a long history. In fact, 2025 marks the 154th anniversary of the founding of our postal services, 150th anniversary of our first bank, and 109th anniversary of our life insurance services. Their respective industries have matured so, in addition to reinforcing these businesses, we must identify opportunities for growth, such as in the logistics and real estate industries, and make necessary investments in these areas.

At the same time, we believe that to achieve sustainable growth amid the various challenges confronting Japan today, including its declining population and widening regional disparities, it will be essential to focus on capital efficiency, especially in terms of how to increase return on equity. Therefore, in our next medium-term management plan, we will make sure to incorporate sustainable growth strategies that are feasible by, for example, clearly specifying hurdle rates when investing.

We also need to further enhance the Japan Post brand, an important asset founded on community-rooted trust. Toward that end, while leveraging the unity of the Group, we are aiming to make the services we offer even more valuable, improve convenience for customers, and respond to local needs with a wide range of services that include banking, insurance, regional revitalization, and real estate services, in addition to our postal and logistics services.



JP Vision 2025+

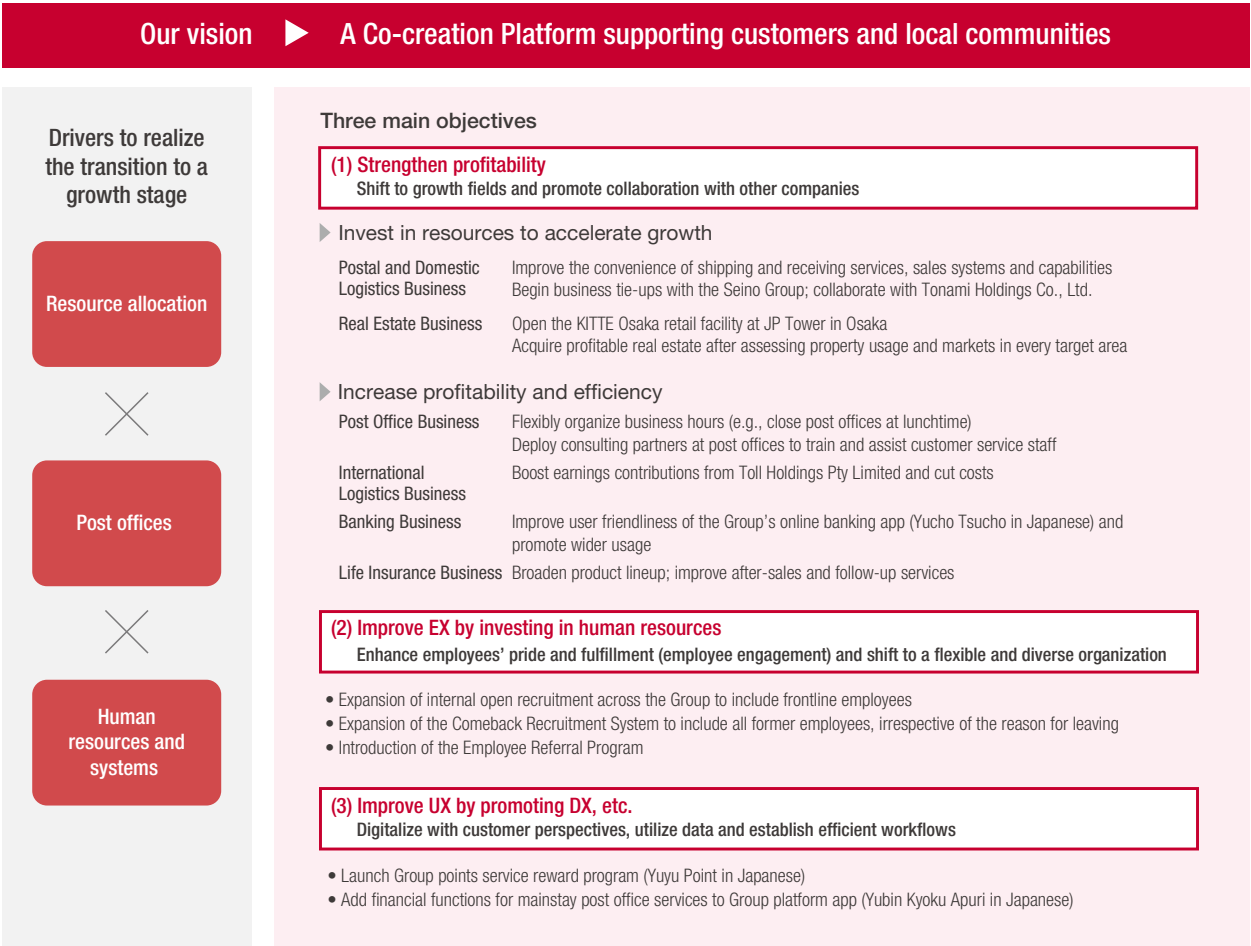
In May 2024, we announced our medium-term management plan, JP Vision 2025+. The goal is to create a Co-creation Platform to support customers and local communities. Through this plan, at the same time we hope to strengthen profitability, improve EX by investing in human resources, and improve UX by promoting DX, etc.

Based on the policies specified in JP Vision 2025+, Japan Post Holdings sold off a portion of its shares of Japan Post Bank in March 2025. As a result of this and the establishment of a trust to handle the stock disposition, the Company's stake in Japan Post Bank was reduced to about 49.9%.

With a view to increasing its enterprise value, the Company plans to allocate the funds raised by the sell-off to invest in growth, specifically by boosting investment in Japan Post. This will include investments in strategic IT, expanded logistics capacity, and added equipment at post offices to raise the value of facilities.

The current fiscal year, ending March 31, 2026, is the final year of JP Vision 2025+. We will continue working to achieve the main objectives of the plan, before transitioning to a stage of growth that will allow us to create a Co-creation Platform to support customers and local communities.

Major Initiatives under JP Vision 2025+



Strict corporate governance

Having the trust of customers is a cornerstone of the Japan Post Group's value. To ensure that we do not shake this trust, I have made it an urgent task that we should increase the effectiveness of the measures we have in place to strengthen corporate governance.

Furthermore, we will work quickly and steadily to set up an internal control system for all front-line operations. I have placed priority on these measures in response to several cases of misconduct in the recent past, as follows.

In 2024, it was revealed that post offices had been using private financial information of customers, without their prior consent, for the purpose of directly marketing insurance products and investment trust services. It also was found that lump-sum whole life insurance policies were marketed to customers before regulatory permission for sales had been obtained under the Insurance Business Act.

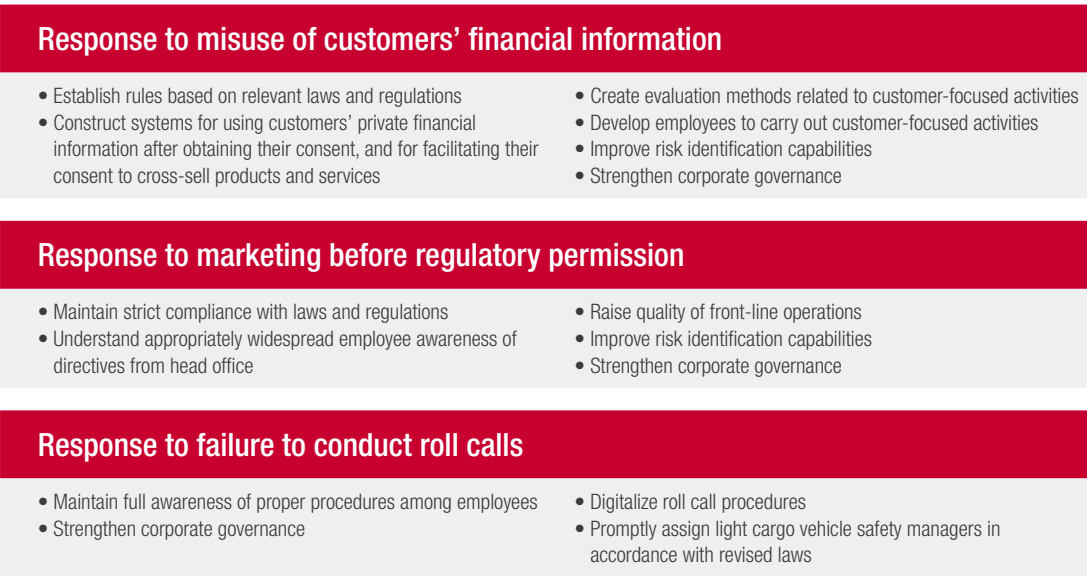
In accordance with orders from the Financial Services Agency and Ministry of Internal Affairs and Communications to submit reports, we analyzed the causes of the problems and took steps to prevent any recurrence. We also clarified the responsibilities of those involved in the cases.

In March 2025, we confirmed and announced that legally mandated roll calls for checking the health and sobriety of delivery drivers had not all been carried out. We initiated a survey to determine the status of roll call procedures at post offices nationwide and, in April 2025, announced the results and measures to prevent a recurrence. In addition, Japan Post was ordered by the Ministry of Internal Affairs and Communications to submit a report on its preventive measures and guarantee of universal postal services.

In addition, a special audit of Japan Post was conducted by the Ministry of Land, Infrastructure, Transport and Tourism in accordance with the Motor Truck Transportation Business Act. In June 2025, the ministry handed down an extremely severe penalty, revoking Japan Post's authority to operate transport trucks.

I offer my deepest apologies for the problems that these incidents have caused customers and other related parties. To make sure that such incidents never happen again, we will work tirelessly together across the Group to routinely verify the effectiveness of preventive measures and continue implementing reforms while we strive to provide customer-oriented services.

Corporate Governance





## Sustainability management

In line with JP Vision 2025+, the Japan Post Group has designated sustainability as an important pillar of its management. It has taken steps to create value by contributing to a low-environmental-load society, and improving the well-being of communities and individuals.

Serving as core components of their communities, our post offices nationwide aim to address various issues facing people and their local areas, and to devise solutions as a business enterprise. The Group not only provides meticulous services that support the livelihoods of customers but, in addition, its post offices in various regions are deeply involved in their communities and engage in diverse initiatives that contribute to regional revitalization.

In the future, we hope to extend these initiatives to other regions and people confronting similar challenges,

and to help find solutions for issues facing the country as a whole. By expanding each initiative to a wider application, we hope to have a positive impact as a business enterprise on a societal scale.

To do so, it is essential to make all employees aware of important issues and our management philosophy. We must also encourage them all to embrace sustainability and take action. For this purpose, management has been working to raise their awareness.

The Japan Post Group employs about 360,000 people and operates around 24,000 post offices. Making the most of their bonds with their respective communities, the Group is carrying out sustainability initiatives that integrate human resources and social capital, to contribute to regional sustainability while enhancing its own sustainability and enterprise value.

## Human capital management

Working in every region of the country, the Japan Post Group's approximately 360,000 employees are the bedrock of its diverse businesses. For the Group, the collective capabilities of these employees are an irreplaceable asset, and by fostering the development of all staffers, the Group can expand its potential.

We have devised a Group Human Resources Policy with the goal of making the Group an organization in which all employees can take pride and can find satisfaction in their work, so as to make the most of their abilities.

For this reason we offer human resources training programs and work conditions that help staff develop, while taking on challenges. The focus is on accepting individual differences, enhancing skills, and allowing staff to demonstrate their strengths.

To ensure success, we are implementing a variety of measures while placing importance on the Group's human resources portfolio, human resources development, personnel evaluations and work conditions, as well as on diversity, equity, and inclusion.

### Promote human capital-oriented management

- Open community with members coming and going
- Place importance on diversity as we utilize diverse viewpoints and values

#### Human resources portfolio

- Diversify recruitment methods and eligibility for employment, including the introduction of Specified Skilled Workers<sup>1</sup>
- Realize flexible employee placement linked to business strategy
  - Newly establish a system of internal open recruitment<sup>2</sup> within the Group to encourage employee placement across the bounds of companies
  - Organize post offices into teams to flexibly place employees in response to the situation in each local community

#### Development

- Rebuild systems for human resources development and support autonomous career formation
- Strengthen mid-level executives' function to develop human resources
  - Enhance training to foster the unity of Group employees

#### Evaluation and treatment

- Demerit system will be changed to a merit system whereby employees taking on challenges are appreciated
- Set up a treatment scheme fit for diverse work styles
  - Review evaluation process and utilize 360-degree feedback for managerial staff

#### Diversity (realize DE&I and true diversity)

- Continue creating schemes and workplaces whereby employees can continue working in good health with peace of mind
- Create innovation by utilizing diverse viewpoints and values of 360,000 employees
- Promote women's advancement (including elimination of the gender gap)
  - The progress of sustainability promotion, such as an engagement evaluation, will be reflected in executive evaluations

Notes:

1. A plan to secure a workforce who supports our business over a long period through securing and developing foreign human resources and converting them into Specified Skilled Workers (i) through the Specified Skilled Workers System, a national program scheduled to be established.
2. Internal open recruitment refers to inviting employees to submit their preferences and make selections.

## Nationwide Group can solve local issues



## Envisioning the future of Japan Post

The world is undergoing rapid changes, and Japan needs to address a number of serious issues, including its declining population and widening regional disparities. I hope that, as a Group, we can help devise solutions, backed by our front-line employees who work across the nation. I think about this every day.

Of course, the Group cannot solve the nation's problems on its own, but I believe it can offer some possible solutions by collaborating with municipal governments, as well as other companies and players. Indeed, that is exactly how one builds a co-creation platform, and the Japan Post Group is uniquely

positioned to take on the challenge, so we must pursue it.

I believe that the Japanese public expects the Group to contribute to Japan's sustainability as a business enterprise, and to achieve the growth appropriate for a listed company. I hope that our products and services will remain the choice of customers, and that the post offices nationwide will serve as centers of customers' communities and contribute to the lives of all local residents. That is the kind of future we wish to help build.

根岸一行



# Messages from Group Company Presidents

## JP JAPAN POST

### Our post offices will conscientiously serve and satisfy every customer.



#### KOIKE Shinya

President and CEO  
(Representative Executive Officer)  
Japan Post Co., Ltd.

I was appointed as president of Japan Post in June 2025. In the same month, unfortunately, Japan Post's permission to operate transport trucks was revoked by the Ministry of Land, Infrastructure, Transport and Tourism due to the Company's failure to check the health and sobriety of delivery drivers through mandatory roll calls. These roll calls provide a final chance to ensure the safety of delivery drivers and members of the public. Losing our permission for failing to carry them out properly is a serious consequence. I would like to take this opportunity to offer my sincere apologies for the problems and concerns this has caused our employees and customers. From now on, the entire Company will work to review and strengthen corporate governance with a resolve to closely examine its workplace practices and raise awareness of customer-focused principles, as well as the necessity of legal and regulatory compliance.

Since fiscal 2025 (ending March 31, 2026) is the final year of our current medium-term management plan, JP Vision 2025+, we are formulating our next plan. In our mainstay postal and domestic logistics areas of business, we will make the necessary investments, boost business earnings from logistics operations, raise operational efficiency by making our transportation and delivery network more resilient, and offer even higher quality logistics services.

To make our post offices more valuable to customers and their communities, we plan to develop a diverse range of products and services tailored to consumer and local needs. By so doing, we hope Japan Post will remain the choice of customers and that business will continue to grow. To ensure the success of these endeavors, I believe it is essential that we not only offer attractive products and services, but also provide opportunities for the employees who directly provide these services to demonstrate their skills.

Japan Post is made up of people. For the Company, employees are valuable assets, and the combination of their individual capabilities is what gives the Company life. Thus, to encourage all employees to work with a positive outlook and enthusiasm, we intend to ensure a workplace environment that allows them to take pride in, and derive satisfaction from, their work. This will allow them to feel motivated on the job, and grow as people. At the same time, to support the growth of its employees, Japan Post is investing in human resources and enhancing internal communications as part of its bid to develop, and raise the level of, its people's skills. In today's society, logistics facilities, and networks are playing increasingly important roles in social infrastructure, having become essential to people's livelihoods and to economic activities.

I believe that the role and value of post offices will expand, given the issues that Japan is currently facing. These include its declining birthrate and aging population, depopulation of rural areas, and difficulties in sustaining regional economies. Therefore, we are aiming to maximize the resources held by the Japan Post Group and its organizations in order to optimize the Group as a whole, while leveraging the strengths of each of its businesses so that it gets on a growth track going forward.

In 2024, we created a slogan for our new management philosophy, based on the desire to conscientiously serve and satisfy every customer: "Present at every stage of life. Touching the hearts of all." To stay true to our philosophy, while reflecting on the vision we have pursued for our areas of business and the growth they have attained, we will continue implementing workplace reforms so that employees can fully enjoy their jobs, and work with pride, a positive outlook, and enthusiasm. Furthermore, we will work to build even stronger relations of trust with customers and members of their communities, so that Japan Post can continue to grow and contribute to regions around the country, while being the choice of consumers.

As we aim to raise the value of our network of post offices and get Japan Post back on a growth track in fiscal 2025, we hope that people throughout the country will continue using our post offices and services.

## JP JAPAN POST BANK

### Guided by our unwavering purpose and management philosophy, we will continue to enhance corporate value and further improve shareholder returns.



#### KASAMA Takayuki

President & CEO,  
Representative Executive Officer  
Member of the Board of Directors  
Japan Post Bank Co., Ltd.

I would like to begin by offering my deep apologies to customers for the concerns caused by cases of misconduct in 2024. Customers' personal bank account information was used without their prior consent for the purpose of inviting them to visit post offices to receive information on products sold by Japan Post Insurance. We regard this matter very seriously, and will do our utmost to ensure that, in future, our services protect the privacy of users.

In FY2024, there were significant changes to the market environment due to two interest rate hikes by the Bank of Japan, the new U.S. administration and its policy direction, and other factors.

Against this business environment, our net income for FY2024 reached ¥414.3 billion, the highest level since our listing as a public company, and we achieved, one year ahead of schedule, the FY2025 profit target set out in our medium-term management plan, which we revised last year. Consequently, we increased dividends per share to ¥58.

While flexibly responding to changes in financial and economic conditions and to advances in the digitalization of society, we are promoting the three business strategies set out in our medium-term management plan: retail business, market business, and Σ business (corporate business for creating futures for societies and local communities through investment). We are also reinforcing the management foundations that support them.

In the retail business, we worked to deepen and strengthen our customer base by accelerating customer-focused business development through the integration of physical and digital channels in a complementary manner and driving the transition to a new retail business that goes beyond traditional banking operations. Specifically, by enhancing the convenience of the Yucho Bankbook App, upgrading the functions of the Madotab self-service branch terminal, and developing and expanding remote channels for our asset-building support business, we enhanced operational efficiency and improved customer convenience.

In the market business, we took advantage of the rise in domestic interest rates following the Bank of Japan's monetary-policy changes by reallocating investments from deposits and other funds to Japanese Government Bonds. Additionally, given the continued uncertainty over policy interest rate cuts by U.S. and European central banks and the economic policies of the new U.S. administration, we promoted internationally diversified investments with a focus on risk-adjusted returns.

In the Σ business, we strived to provide capital funding to regional businesses, identify potential investee companies, and promote the introduction of investee companies' products and services. We also established our subsidiary Japan Post Bank Capital Partners Co., Ltd.

The year 2025 marks the 150th anniversary of the postal savings business. Going forward, we will continue to steadily execute our three business strategies, increase corporate value, and enhance shareholder returns, in line with our unwavering purpose (our social raison d'être) and management philosophy. We humbly ask for your continued kind support.

## JP JAPAN POST INSURANCE

### To keep providing peace of mind for customers, we will further develop the Kampo brand, trusted by people for over a century.



#### TANIGAKI Kunio

Director and President, CEO,  
Representative Executive Officer  
Japan Post Insurance Co., Ltd.

In 2024, it became apparent that there were incidents regarding the improper handling of private financial information within the Japan Post Group, as well as solicitation of sales of the lump-sum payment whole life insurance before obtaining regulatory approval.

I would like to offer my deepest apologies for the problems and concerns these matters have caused customers and all other affected parties.

Taking these matters very seriously, we are implementing measures across the Japan Post Group to prevent a recurrence and striving to provide customer-oriented services.

Since I was appointed as president of Japan Post Insurance in June 2023, I have worked to reconstruct Japan Post Insurance and ensure its sustainable growth.

In fiscal 2024, we continued to increase the number of new policies by expanding our product lineup and revitalizing sales activities. Net income increased substantially year on year, due to the positive spread caused by a favorable investment environment.

Meanwhile, customer satisfaction and employee engagement scores have been rising year after year. Thanks to the dedicated efforts and enthusiasm of all employees, we have successfully taken our first step toward reconstruction and sustainable growth.

In fiscal 2025, the final year of our medium-term management plan announced in 2021, we aim to achieve sustainable growth and enhance corporate value over the medium to long term by focusing on the three pillars of the growth strategies: further expansion of insurance products and services, achieving greater depth and evolution of asset management, and diversifying sources of revenue.

As part of our efforts for further expansion of insurance products and services, we will stay connected with our customers across life stages and generations, with the aim of retaining and expanding our customer base.

Accordingly, we are working on (1) improving products to meet customer needs, (2) strengthening the sales force, and (3) improving customer experience value via physical and digital means.

In addition, as part of our efforts for achieving greater depth and evolution of asset management, we aim to capitalize on changes in market environment to improve earnings, diversify the revenue base, and improve our asset management capabilities.

Specifically, as was announced in March 2025, we are pursuing a strategic partnership with Daiwa Securities Group Inc., Mitsui & Co., Ltd., and other companies in the alternative investment field. The goal is to further enhance our asset management capabilities.

Furthermore, as part of our efforts to contribute to sustainable society, we promote sustainable investments with warmth that is unique to Japan Post Insurance. In particular, this is being done through impact investment that solves social issues, as well as through academic-industrial collaboration.

Moreover, as part of our efforts for diversifying sources of revenue, we aim to secure revenue in new fields with a view to stabilizing operations and further increasing profits.

To boost revenue generated in other countries, we will continue partnering with KKR & Co., one of the world's leading asset management firms, and its subsidiary Global Atlantic Financial Group Limited.

In addition, we are exploring a wide range of fields that have an affinity with our life insurance business and can be expected to generate synergies and contribute to earnings.

For over a century since its founding, we have provided countless customers with peace of mind through insurance and have supported their lives through the industry-leading insurance claims payment that we offer.

Looking ahead, we will maintain and develop the Kampo brand, the most trusted and approachable in Japan, in order to keep providing peace of mind for customers. We look forward to the ongoing support of our shareholders and other stakeholders.

# Structure of the Japan Post Group

The Japan Post Group aims to realize a Co-creation Platform which is engaged in all aspects of customers' lives and supports customers and local communities by providing a variety of products and services mainly in its three core businesses of postal services, banking, and life insurance through its nationwide post office network.





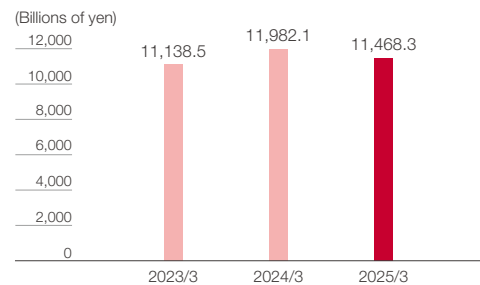
# Financial and Non-financial Highlights

## Financial Information

### Ordinary Income

**¥11,468.3** billion

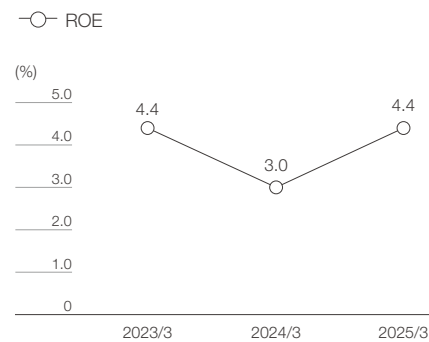
Ordinary income



Ordinary income in FY2024, decreased 4.3% from the previous fiscal year, to ¥11,468.3 billion.

### ROE (return on equity, based on shareholders' equity)

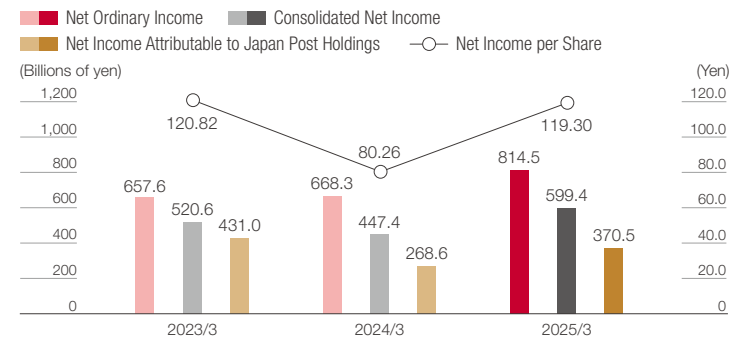
ROE (return on equity, based on shareholders' equity) **4.4%**



ROE (return on equity, based on shareholders' equity) in FY2024 increased 1.4 percentage points from the previous year to 4.4%.

### Net Ordinary Income / Consolidated Net Income Net Income Attributable to Japan Post Holdings / Net Income per Share

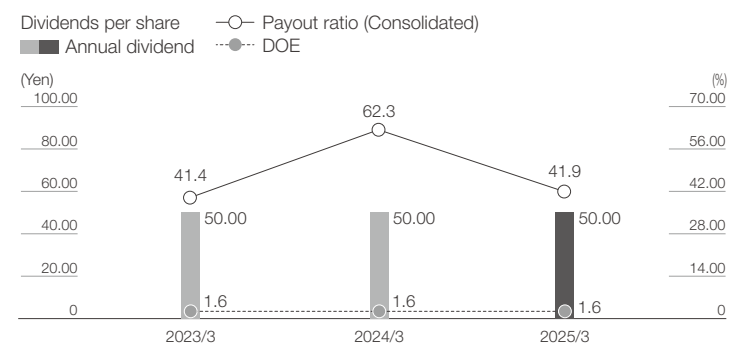
Net ordinary income **¥814.5** billion  
Consolidated Net Income **¥599.4** billion  
Net income attributable to Japan Post Holdings **¥370.5** billion  
Net income per share **¥119.30**



Net ordinary income in FY2024, increased 21.9% from the previous fiscal year, to ¥814.5 billion, consolidated net income increased 34.0% from the previous fiscal year, to ¥599.4 billion, net income attributable to Japan Post Holdings increased 37.9% from the previous fiscal year, to ¥370.5 billion, and net income per share amounted to ¥119.30.

### Dividends per Share / Payout Ratio (Consolidated) / Dividend on Equity (DOE)

Dividends per share **¥50**  
Payout ratio (Consolidated) **41.9%**  
Dividend on equity (DOE) **1.6%**



Annual dividends per share in FY2024, amounted to ¥50. The payout ratio (consolidated) came to 41.9%. DOE came to 1.6%.

### External ESG Evaluations

Selected as a constituent of the FTSE4Good Index Series<sup>1</sup> and FTSE Blossom Japan Index<sup>2</sup>

Notes:  
1. An index designed by FTSE Russell, the global index provider, to measure the performance of companies demonstrating strong environmental, social, and governance (ESG) practices.  
2. An index that selects Japanese companies demonstrating strong ESG practices. The index has been adopted by the Government Pension Investment Fund (GPIF) as an ESG index.



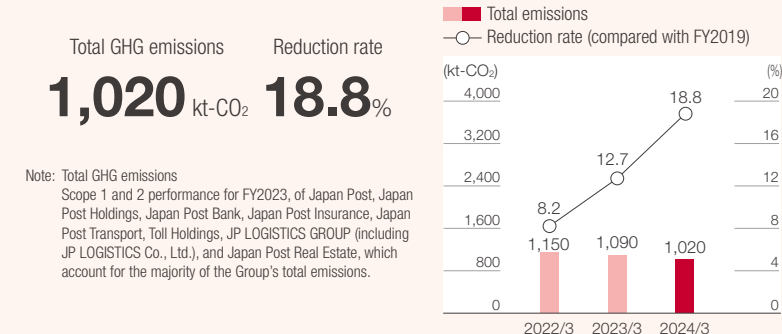
Selected as Prime Status<sup>2</sup> by ISS ESG<sup>1</sup>

Notes:  
1. Responsible Investment Department of proxy advisory company ISS.  
2. Certification given by ISS ESG to highly rated companies regarding ESG.



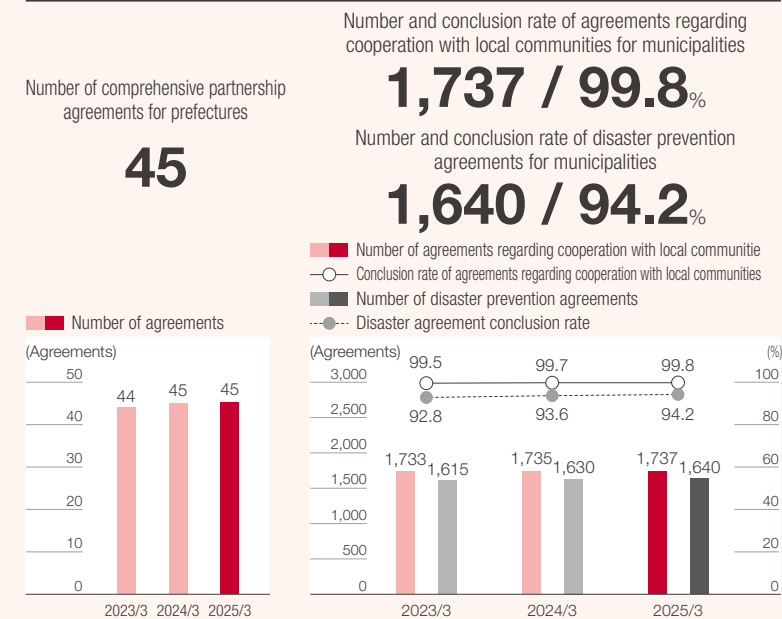
## Non-financial Information

### Greenhouse Gas (GHG) Emissions



Note: Total GHG emissions Scope 1 and 2 performance for FY2023, of Japan Post, Japan Post Holdings, Japan Post Bank, Japan Post Insurance, Japan Post Transport, Toll Holdings, JP LOGISTICS GROUP (including JP LOGISTICS Co., Ltd.), and Japan Post Real Estate, which account for the majority of the Group's total emissions.

### Number of Agreements and Conclusion Rate Regarding Cooperation with Local Communities



### Number and Rate of Employees Taking Childcare Leave by Gender/ Average Number of Days of Childcare Leave Taken by Men/ Average Number of Days of Annual Paid Leave Taken



Note: Number and rate of employees taking childcare leave, among employees or spouses of employees who have given birth in FY2024.

Note: Average number of annual paid leave days taken per employee in FY2024, including carryover from the previous two fiscal years.

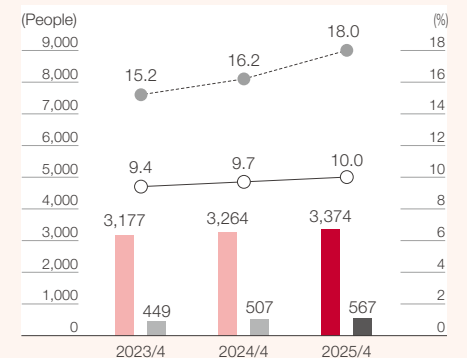
### Number and Ratio of Women in Management Positions; Number of Female Executive Officers

Number and Ratio of Women in Management Positions (as of April 1, 2025)

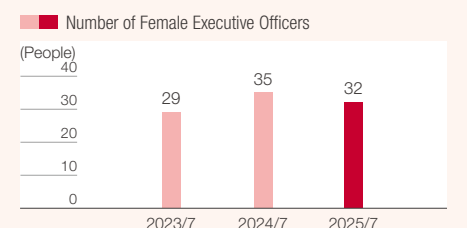
Group overall  
**3,374** **10.0%**

Head offices of the four major Group companies  
**567** **18.0%**

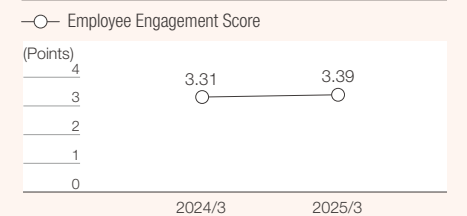
Number of Group overall  
Ratio of Group overall  
Number of head offices of the four major Group companies  
Ratio of head offices of the four major Group companies



### Number of Female Executive Officers (as of July 1, 2025)



### Employee Engagement Score



Note: Calculated using Group engagement survey results since FY2023.

### Rating

Japan Credit Rating Agency, Ltd.  
(Long-term Issuer Rating)

**AA+**  
(as of October 16, 2024)

# Japan Post Group Strengths



Strength **1**

Nationwide network  
of post offices

▶ Number of post offices nationwide

**24,185**

▶ Number of employees in the four main Group companies  
(As of March 31, 2025)

Approx. **360,000** Regular employees: Approx. **200,000**  
Non-regular employees: Approx. **160,000**

▶ Number of employees with Securities  
Sales Representative Certification **85,463**

▶ Insurance Agent Certification **85,593**

▶ Financial Planner Certification **86,596**

Strength **3**

Vast customer base  
and extensive  
customer data

▶ Number of delivery locations served daily

Approx. **30** million

▶ Number of ordinary  
deposit accounts

Approx. **120** million

▶ Number of Japan Post  
Insurance customers\*

Approx. **16.92** million



\* The number of customers is the sum of policyholders and insured persons (including individual insurance and individual annuities, as well as Postal Life Insurance reinsured by Japan Post Insurance).

Strength **2**

Delivery and logistics  
network and  
financial network

▶ Number of postboxes nationwide

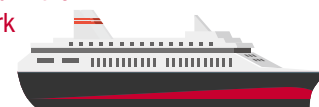
**172,609**

▶ Number of ATMs nationwide

Approx. **31,200**

▶ Number of countries included in the  
international logistics network

Approx. **150**



Strength **4**

Trust in post offices and  
deep understanding of  
local communities

▶ Survey\* results: Top three customers' perceived images of post offices

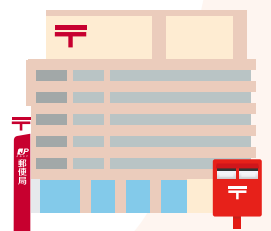
Q: What is your impression of post offices?

**1<sup>st</sup>** Rooted in local communities **22.9%**

**2<sup>nd</sup>** Located everywhere **22.7%**

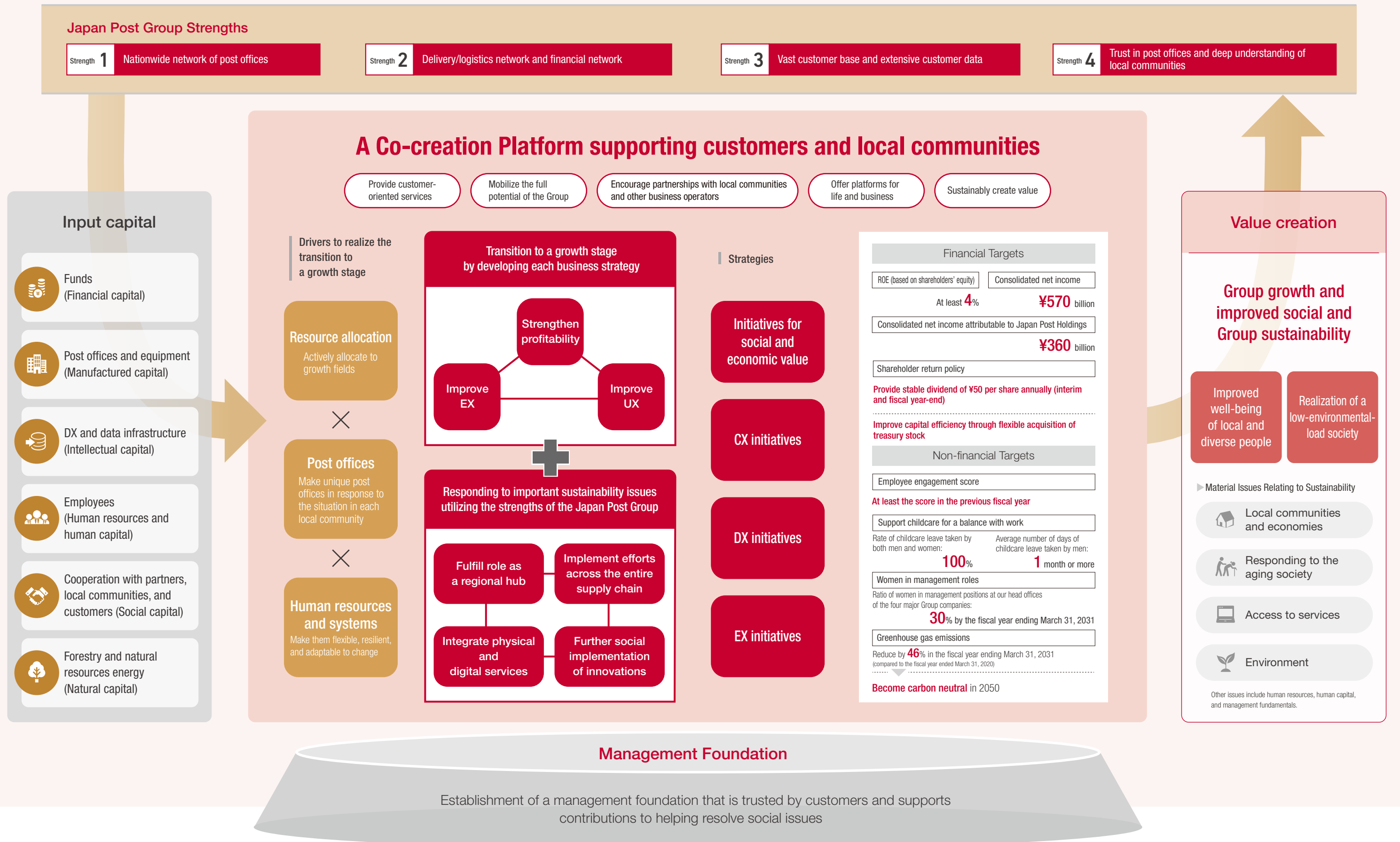
**3<sup>rd</sup>** Being close and familiar **19.6%**

\* Multiple choice survey conducted from Thursday, September 19 through Tuesday, September 24, 2024.  
Survey subjects: Men and women in their teens to 60s living in Japan; number of respondents: 3,181





# Value Creation Process



# Identifying Material Sustainability Issues

## Concerns and the Direction of Initiatives

In order to clarify the material issues to be addressed regarding sustainability, the Japan Post Group has identified issues based on the Sustainable Development Goals (SDGs), ISO 26000, Global Reporting Initiative (GRI) Standards, etc., and has created the Sustainability Topic List. Based on this list, we conducted a survey of Group stakeholders, and evaluated the two axes of impact on corporate value and importance and expectations for stakeholders with reference to the opinions of institutional investors, etc., and the opinions of experts in municipalities and regions across the country, and identified particularly important issues. After further grouping these issues and confirming their consistency with management philosophy and our medium-term management plan, we organized them into six areas and clarified the direction of each initiative.

Step 1

Extracting the topics

Step 2

Assessment from internal/external perspectives

Step 3

Verification of appropriateness and integrated management

Topics were identified by referring to the SDGs, ISO 26000, GRI Standards, etc., grouped, and extracted as the Sustainability Topic List.

The issues extracted in step 1 were evaluated on two axes: impact on corporate value and importance and expectations for stakeholders with reference to the following, and particularly important issues were identified.

**Japan Post stakeholders**

- Questionnaire to our executives, employees, customers, and business partners

**Investors, etc.**

- Opinions of institutional investors
- Relationship with matters regarded as important topics by industry in the Sustainability Accounting Standards Board (SASB) Standards

**Regions**

- Matters expected from post offices by municipalities across Japan

The *Survey Results on Regional Contributions Required of Post Offices Flash Report* (November 21, 2022), conducted by the Postal Administration Department under the Ministry of Internal Affairs and Communications, reflects the responses from municipalities across Japan regarding areas that we would like to work on in cooperation with post offices.

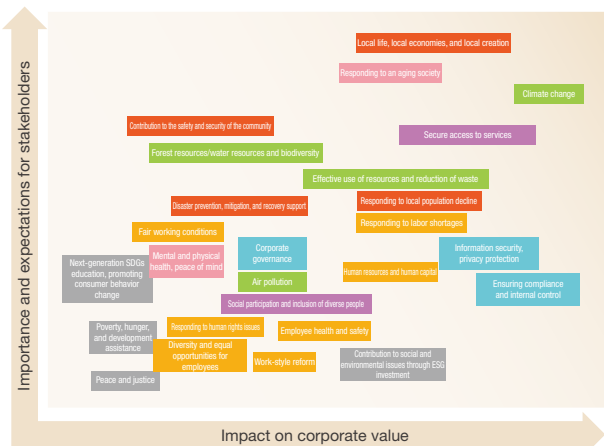
**Experts**

- Opinions of local experts
- Reflects opinions and requests to the Group at group meetings for regional opinion leaders conducted by Japan Post Co., Ltd. branch offices
- Results of dialogue with experts on sustainability, etc.

After grouping the particularly important topics and their closely related topics, their consistency with the Management Philosophy and the Medium-term Management Plan was verified and sorted into six areas, and the direction to be taken by each initiative was clarified.

## Findings on Sustainability Issues

Findings on Sustainability Issues Based on the Materiality Matrix



We are working to address the material issues in line with the direction, leveraging the Group strengths.

Material Issues Relating to Sustainability of the Japan Post Group (Six Areas and Direction of the Initiatives)

Six Areas	Material Issues	Direction of the Initiatives
Local communities and economies	Local life, local economies, and local creation Responding to local population decline Contribution to the safety and security of the community Disaster prevention, mitigation, and recovery support	Provide solutions corresponding to regional issues through utilization of the Japan Post Holdings network
Responding to the aging society	Responding to an aging society Mental and physical health, peace of mind	Give lifelong support in an era of the 100-year lifespan by providing services that support the aging society
Access to services	Secure access to services Social participation and inclusion of diverse people	Contribute to an enriched life by providing user-friendly services that align with the various needs of the people
Environment	Climate change Effective use of resources and reduction of waste Forest resources/water resources and biodiversity Air pollution	Lessen the environmental load of business operations and contribute to a low environmental-load society
Human resources and human capital	Responding to labor shortages Human resources and human capital Fair working conditions Employee health and safety Responding to human rights issues Work-style reform Diversity and equal opportunities for employees	A workplace where employees can work with "pride and fulfillment"
Management foundation	Ensuring compliance and internal control Information security, privacy protection Corporate governance	Establish a management foundation that is trusted by our customers and contributes to resolving social issues

## Responding to Important Issues, Leveraging Group Strengths

The Japan Post Group is deeply connected to local community members through its network of approximately 24,000 post offices nationwide. As regional hubs, these post offices have become familiar contact points that connect diverse people and local activities. They play an important role in connecting producers and consumers through postal and logistics networks.

Leveraging these strengths, the Group aims to improve the well-being of communities and individuals, while contributing to the creation of a low environmental impact society. This we aim to do based on our role as a regional hub and our efforts across the entire supply chain.



Please refer to the table: Initiatives for Material Sustainability Issues on page 50. P. 50

## Improving Community and Individual Well-being; Contributing to a Low Environmental Impact Society

The Japan Post Group views individual well-being from four perspectives: health and safety; economic foundation; career and motivation in life; and social participation. We are promoting initiatives based on these perspectives tailored to different life stages.

At the same time, we are pursuing activities that have a mutually beneficial impact on communities by using post offices as community hubs. This enables local residents to live healthy and economically secure lives; to express themselves freely; and to play an active role in society.

In addition, the Japan Post Group is addressing issues such as climate change, resource recycling, and biodiversity throughout our entire supply chain, with the aim of contributing to a low environmental impact society. For example, we are promoting the development of environment-friendly products and services by connecting producers and consumers through postal and logistics networks. In this way, consumers are able to participate in efforts to reduce greenhouse gas emissions and recycle resources.

In addition to promoting the use of electric vehicles for deliveries and solar power to generate electricity, we also are contributing to the reduction of regional environmental impacts. We are doing this through renewable energy optimization, by using storage batteries, and by opening our electric vehicle rapid-charging facilities to local communities.

The Japan Post Group's concept of well-being

Well-being is defined as a state of complete physical, mental, and social health (Preamble to the WHO Constitution).

The Japan Post Group believes that individual well-being and community well-being are closely related, and that community well-being will be improved when individuals with complete well-being actively participate in the community and society, and when various activities in the region and various communities resonate at multiple levels.

Based on this approach, we will support diverse individuals in their lives according to their life stage, and will also support the creation of vibrant regions and communities where individuals can recognize and support each other.

		Life Stage (example)			
		Young People	Adults	Families	Elderly People
Communities	Community well-being (communities)	Sense of belonging in the community	Participate in various local activities and coexist		Utilize wisdom as an experienced person for sustainable community development
	Social well-being (social participation)	Nurtured, watched over	Active in the community	Support (childcare and nursing care)	Give back
	Career well-being (career and motivation in life)	Before career study	1st Career Career formation	2nd Career Skill demonstration/reskilling	3rd Career Giving back knowledge
	Financial well-being (economic foundation)	Acquire financial literacy	Asset formation (offensive)	Asset formation (defensive)	Asset succession
	Physical well-being (health and safety)	Grow up healthy	Prevent lifestyle-related diseases		Increase healthy life expectancy
Individuals			Live in the community (clothing, food, shelter) without problems		



## Medium-term Management Plan: JP Vision 2025+

**We will take into account changes in the business environment, overcome the issues facing us, and grow.**

### IIZUKA Atsushi

Director and Representative Executive Officer,  
Senior Executive Vice President,  
Group COO, Group CFO,  
Japan Post Holdings Co., Ltd.



To realize a Co-creation Platform to support customers and local communities under the Group's JP Vision 2025+ medium-term management plan, we have put in place three initiatives designed to strengthen profitability, improve EX by investing in human resources, and improve UX by promoting DX.

### Looking back over fiscal 2024

In light of the ongoing decline in the number of items being sent by mail, due to the advancement of digitalization, and increased costs resulting from rising prices, we revised postal rates in October 2024 to ensure that postal services could remain stable.

Recognizing digitalization as an opportunity for growth, in November 2024 we launched a Group points program, Yu-Yu Point, to further enhance customer experience through digital technologies.

Then, in April 2025, we added a new consolidated subsidiary, Tonami Holdings, which has strengths in long-haul transportation. We aim to add value to the Group through this collaboration.

In terms of our fiscal 2024 business performance, consolidated net income attributable to Japan Post Holdings increased 37.9% year on year to ¥370.5 billion. This was due mainly to two factors: the increased profits of Japan Post Bank and Japan Post Insurance, that add to our interest income as a result of higher yen interest rates, and the reporting of equity earnings of its affiliates

by Aflac Incorporated. With return on equity (ROE) at 4.4%, the target of 4% or higher set by our medium-term management plan was achieved one year ahead of schedule.

Based on our policy to lower our stake in Japan Post Bank and Japan Post Insurance to 50% or less by fiscal 2025, we sold bank shares in March 2025 so that, as of June 30, 2025, the Group owned 49.9% of the bank's shares.

As a result, the restrictions imposed on Japan Post Bank under the Postal Service Privatization Act will be relaxed. This is expected to lead to greater flexibility and freedom for us to develop new lines of business, and to accelerate the medium- to long-term growth of Japan Post Bank.

Our policy of enhancing shareholder returns and improving capital efficiency saw us conduct a share buyback worth ¥350.0 billion in fiscal 2024.

### Future initiatives

Since fiscal 2025 is the final year of JP Vision 2025+, we will work to achieve major targets and milestones during what time remains.

The Group expects to see a year-on-year increase in profits due to postal rate revisions, while Japan Post Bank and Japan Post Life Insurance are expected to continue achieving solid investment income.

The current consolidated net income attributable to Japan Post Holdings of ¥380 billion and the ROE of 4.6%, have both exceeded the targets set in our current medium-term plan.

The funds obtained from the sale of Japan Post Bank shares in March 2025 will be used to increase capital in Japan Post and invest in logistics and other growth areas. The plan is to return Japan Post to a growth trajectory.

Our JP Vision 2025+ dividend policy of paying a stable annual dividend of ¥50 per share will continue throughout fiscal 2025. Further, we will go on buying back shares in an effort to enhance shareholder returns and improve capital efficiency. We decided to buy back shares to the amount of ¥250 billion in fiscal 2025, and to ensure flexibility in our capital policy, we have transferred capital and increased our other capital surplus to ¥1 trillion.

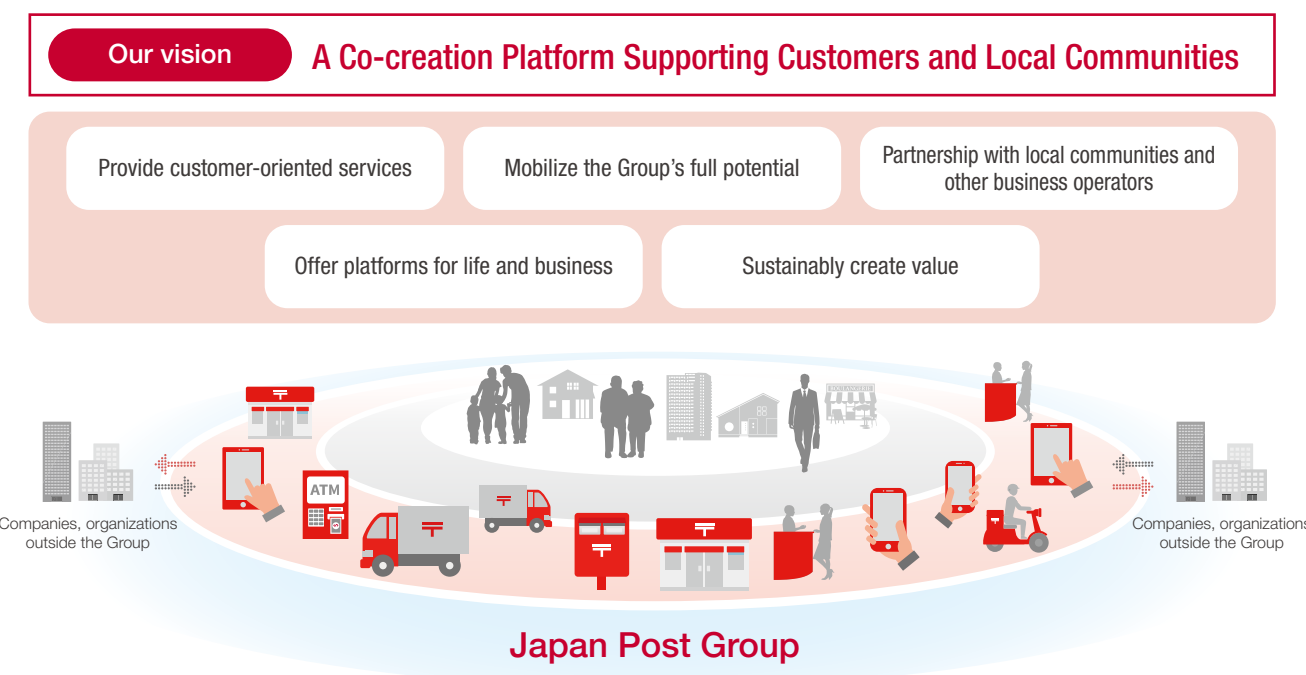
We have decided to reduce capital costs and improve capital efficiency by increasing the financial leverage of Japan Post Holdings through flexible share repurchases and debt financing. In other words, we will strive to enhance the Group's corporate value while maintaining its financial soundness.

## 1. Group's Management Vision

Changes in the external environment surrounding the Group have been more drastic, occurred more quickly, and become more complex than initially anticipated. Costs associated with rising prices have risen, as have interest rates, while Japan's population continues to decline and the nation experiences regional depopulation.

If the Group's business is to remain sound, we must address issues facing it. They include three requirements: improved profitability for sustainable growth; becoming a diverse and flexible organization that can respond to changes in the business environment and in customer needs; and improved human resources capabilities. In light of the Group's current business environment, JP Vision 2025+ was formulated precisely to overcome such issues, and to make the revisions necessary for the Group to transition to growth.

The current mid-term management plan seeks to set up a Co-creation Platform to support Group customers and local communities. The platform is designed to provide customer-oriented services, while mobilizing the Group's full potential and encouraging partnerships with local communities and other business operators to offer platforms for everyday living and business, while creating sustainable value.



2. Status of Management Initiatives

In fiscal 2024, we promoted a number of measures, including the enhancement and strengthening of the Group's core businesses, collaboration with companies outside the Group, and promotion of Group-wide digital transformation. This we did to realize a Co-creation Platform to support customers and local communities as part of our current medium-term management plan.

1 (1) Postal and Domestic Logistics Business

At Japan Post, we have been working to expand revenue in the package delivery market by making sending and receiving parcels more convenient, strengthening our sales structures and capabilities, and enhancing collaboration with other companies such as Rakuten Group, Inc. In addition, we have been improving our operational efficiency by promoting DX and rethinking both products and services.

To address the problems we experienced in 2024, we reviewed our transportation operations, including the introduction of relay transportation.<sup>1</sup> In addition, we entered a business alliance agreement with the Seino Group in May 2024, and are improving our transportation efficiency through joint operation of trunk transport<sup>2</sup> routes.

Then in April 2025, we executed a successful tender offer for the shares of Tonami Holdings Co., Ltd., as part of a joint consortium. This comprises a representative of Tonami's founding family, its senior management, and Japan Post Co., Ltd. Tonami Holdings became a consolidated subsidiary of Japan Post, which will enhance its added value through collaboration with Tonami Holdings, given its strong trunk line transportation capabilities.

In the postal business, due to the expected decrease in the volume of mail and increases in operating expenses such as labor costs, we revised postal rates in October 2024, in a bid to ensure that postal services remain stable.

Notes: 1. A system that divides long-distance truck transportation among multiple truck drivers.  
2. Trunk transport is long-distance transportation, from the package collection point to the delivery destination.

		FY2023*	FY2024
Profitability indicator	• Net operating margin Net operating income and loss	— -¥68.8 billion	— -¥38.3 billion
Major KPIs	• Income from Yu-Pack • Income from Yu-Packet	¥339.4 billion ¥80.7 billion	¥339.0 billion ¥92.2 billion

\* The figures for fiscal 2023 have been reclassified due to the addition of the real estate business to the business segments from fiscal 2024.

1 (2) Post Office Business

As we have been improving the quality of our service, we have been striving to strengthen the earning power, and enhance the value and attractiveness, of our post offices, where we hope to be customers' business of choice. We have increased the number of post offices where we are testing the feasibility of closing counter services at lunchtime to approximately 1,400, to have more flexible post office counter operating hours based on local community needs. In addition, we have assigned consulting partners to post offices to support and train counter staff in sales. This allows us to develop more human resources who can build positive relationships of trust with customers.

We have started deploying new tablet PCs to improve customer convenience by digitizing various procedures, and transforming work styles. We are also promoting the reform of counter operations through measures such as the progressive introduction of systems that allow for the paperless processing of new applications for Japan Post Insurance products, contract maintenance, and payments.

At the same time, in addition to a decrease in bank and insurance commission fees due to a decline in the number of remittance settlements and insurance policies in force, costs have continued to increase steadily, due to rising prices and labor costs.

		FY2023*	FY2024
Profitability indicator	• Net operating margin Net operating income and loss	4.7% ¥48.5 billion	2.3% ¥23.1 billion

\* The figures for fiscal 2023 have been reclassified due to the addition of the real estate business to the business segments from fiscal 2024.

1 (3) International Logistics Business

We have implemented measures to improve profitability in Australia through Japan Post subsidiary Toll Holdings Pty Limited. Further, we are expanding our revenues in Asia, by developing businesses focused on specific countries and industries that are expected to grow, as we continue to cut costs.

		FY2023	FY2024
Profitability indicator	• Net operating margin EBIT	2.1% ¥9.5 billion	2.6% ¥13.3 billion

1 (4) Banking Business

In terms of retail business, we are deepening and strengthening our retail customer base at Japan Post Bank by developing customer-oriented business through the mutually complementary use of physical and digital channels.

We also have made a number of improvements to our digital services. These include having made the Yucho Bankbook App more convenient, expanding our points program, and the provision of guidance at post office counters to expand app usage.

As a result, the number of registered accounts exceeds 13 million users. And we are also promoting the use of Japan Post Bank accounts and services through television commercials and social media advertising.

In terms of marketing, in response to rising domestic interest rates, following the Bank of Japan's changes in monetary policy, we have shifted investments from deposits to Japanese government bonds.

We are promoting international diversification, fully aware of risks versus returns, and are expanding the balance of risk assets, mainly in investment-grade foreign corporate bonds. Selective investments have also been made in high-quality projects in strategic investment areas, such as private equity funds, thereby increasing the balance of risk assets.

In May 2024, Japan Post Bank Capital Partners Co., Ltd. was launched for the full-scale launch of the Σ business, which aims to create futures for societies and local communities through investment. It is a wholly owned subsidiary of Japan Post Bank responsible for the Bank's core investment business.

		FY2023	FY2024
Profitability indicator	• ROE Net income	3.7% ¥356.1 billion	4.2% ¥414.3 billion
Major KPIs	• Bankbook app registered accounts • NISA accounts • Risk asset balance • Strategic investment areas balance • General partner business-related investments balance (based on investment commitments)	10,400,000 accounts 730,000 accounts ¥107.4 trillion ¥12.1 trillion ¥48.9 billion	13,590,000 accounts 820,000 accounts ¥107.9 trillion ¥13.3 trillion ¥119.1 billion

1 (5) Life Insurance Business

Japan Post Insurance remains a strong company as it continues to promote initiatives aimed at retaining and expanding its customer base through connections across different life stages and generations. Capable of sustainable growth, it is fulfilling its social mission of remaining a trusted Company that is selected by customers to protect their lives by providing life insurance products.

In terms of retaining and expanding its customer base through connections across different life stages and generations, efforts to strengthen the sales structure, expand product lineups, and enhance after-sales follow-ups have driven customer satisfaction increasingly higher each year. Sales activities have also been invigorated, with new individual policies up 26.5% year on year.

In terms of remaining a strong company, we aim to maintain stable net interest margins based on asset-liability management, while continuing to invest in revenue-generating assets within the scope of our risk tolerance. This we are doing in order to attain sustainable growth and secure stable income through greater depth and evolution of asset management, to ensure the reliable payment of insurance claims and other liabilities.

Through partnerships with the Daiwa Securities Group and Mitsui & Co., Ltd., we are working to enhance our asset management capabilities and human resources portfolio.

		FY2023	FY2024
Profitability indicator	• Adjusted ROE Adjusted net income	6.1% ¥97.6 billion	8.8% ¥145.7 billion
Major KPIs	• EV growth rate (RoEV) • Customer satisfaction • Policies in force	7.6% 83% 19,700,000	9.8% 84% 18,810,000

1 (6) Real Estate Business

Japan Post and Japan Post Real Estate focus on the development of Group-owned real estate, office buildings (including JP Tower), and commercial facilities, as well as on the leasing and sale of residences, and care facilities for the aged.

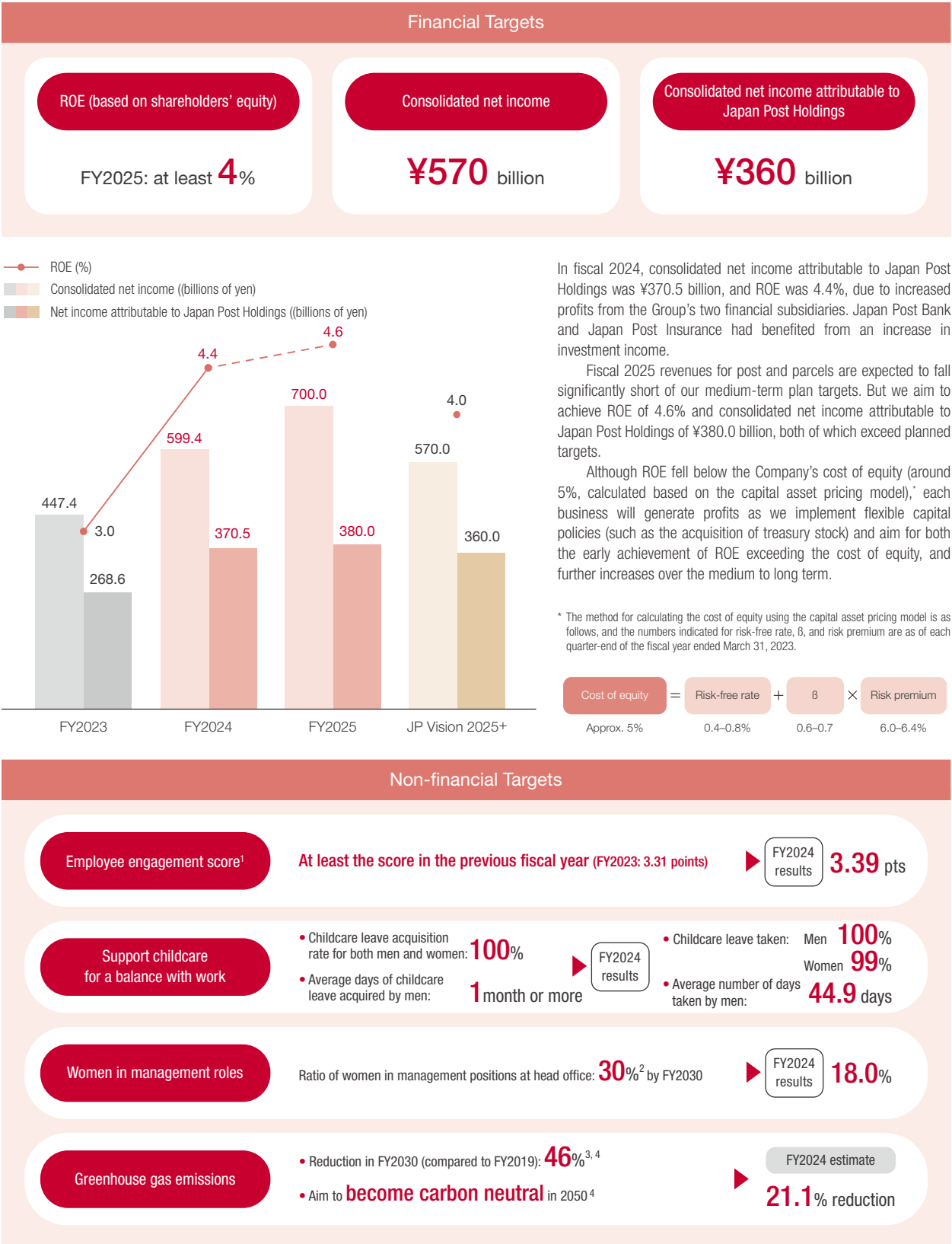
In July 2024, a grand opening was held for the commercial facility KITTE Osaka, located in JP Tower Osaka, while a property in Nagoya, Non-Group-owned property included the Landmark Nagoya Sakae, is scheduled for completion in March 2026. We also have acquired residences for lease, based on our assessment of the market by purpose and area.

		FY2023*	FY2024
Profitability indicator	• Net operating margin Net operating income	22.9% ¥22.9 billion	17.0% ¥13.9 billion
Major KPIs	• Ordinary income	¥100.0 billion	¥81.4 billion

\* The figures for fiscal 2023 have been reclassified due to the addition of the real estate business to the business segments from fiscal 2024.



Progress and Achievement of Medium-term Management Plan Major Targets



Non-financial Targets

Employee engagement score<sup>1</sup>

At least the score in the previous fiscal year (FY2023: 3.31 points)

FY2024 results **3.39** pts

Support childcare for a balance with work

Childcare leave acquisition rate for both men and women: **100%**

Average days of childcare leave acquired by men: **1 month or more**

FY2024 results

Childcare leave taken: Men **100%**

Women **99%**

Average number of days taken by men: **44.9** days

Women in management roles

Ratio of women in management positions at head office: **30%**<sup>2</sup> by FY2030

FY2024 results **18.0%**

Greenhouse gas emissions

Reduction in FY2030 (compared to FY2019): **46%**<sup>3, 4</sup>

Aim to **become carbon neutral** in 2050<sup>4</sup>

FY2024 estimate **21.1%** reduction

Notes: 1. Employees' engagement score based on results of Group employee satisfaction survey.  
2. The figure is the percentage of all management positions filled by women at the head offices of our four main Group companies. The target is the percentage as of April 1, 2031, as the results of initiatives up to the end of the fiscal year ending March 31, 2031. The Group is working to improve the work environment and train human resources to boost the number of employees pursuing management and executive positions. It is seeking to increase the number of women in management positions in locations other than our head offices.  
3. Targets for Scope 1 (direct emissions by a company) and Scope 2 (emissions from use of electricity, etc., supplied by other enterprises).  
4. The achievement of these targets assumes that Japan will become carbon neutral to a considerable degree through the widespread adoption of renewable energy. The Group will push for carbon neutrality in Japan and abroad.

3. FY2025 Initiatives

(1) Postal and Domestic Logistics Business

To expand operating income from logistics, we are making the sending and receiving of parcels more convenient, and improving our services overall in order to enhance our sales structure and capabilities.

At the same time, we will continue to implement wage increases and other measures using the additional revenue resulting from the October 2024 postal rate revisions. We are promoting the use of postal services by stimulating demand and improving convenience, while advancing the development and mechanization of facilities to build a robust delivery network and improve operational efficiency.

Due to reduced revenue from postal, Yu-Packet, and other services, the fiscal 2025 net operating income for the postal and domestic logistics business is expected to be ¥29.0 billion, falling short of the medium-term management plan target.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	• Net operating margin Net operating income	1.0% ¥29.0 billion	3.5% ¥90.0 billion
Major KPIs	• Income from Yu-Pack • Income from Yu-Packet	¥390.0 billion ¥120.0 billion	¥400.0 billion ¥160.0 billion

(2) Post Office Business

To ensure that customers consider us as the business of choice, we need to improve the value and appeal of post offices and the quality of our services, while at the same time boosting our profitability. To achieve these goals, we will secure a postal operation system and enhance human resources by implementing a system of flexible staff placement at post office counters, strengthening the knowledge and skills of all employees, and developing staff able to build solid relationships of trust with customers.

We plan to take steps to improve value and appeal, and develop products and services closely connected to local communities and customers. At the same time, we will provide high-quality services that combine face-to-face services with digital technologies through the promotion of post office counter operational reforms.

As a result of these efforts, the fiscal 2025 post office business net operating income is expected to reach ¥4.0 billion, exceeding the plan target.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	• Net operating margin Net operating income and loss	0.0% ¥4.0 billion	— -¥49.0 billion

(3) International Logistics Business

Through Toll Holdings Pty Limited we will work to expand our logistics business,<sup>1</sup> mainly in Asia, by adding warehouse space. We will improve the profitability of our forwarding business<sup>2</sup> by increasing the volume we handle as we acquire new projects, and will continue to reduce Company-wide costs in areas such as procurement and IT.

As a result, our fiscal 2025 international logistics business earnings before interest and taxes are expected to reach ¥13.0 billion, exceeding the target set in the medium-term management plan.

Notes: 1. Our logistics business provides such services as transportation, warehouse management, and distribution.  
2. The forwarding business provides a full line of international cargo transportation services, focusing on imports and exports.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	• Net operating margin EBIT	2.0% ¥13.0 billion	2.0% ¥12.0 billion

■ (4) Banking Business

In terms of retail business, we are placing the highest priority on maintaining and deepening our Japan Post Bank retail customer base. This is in line with the concept of implementing thorough customer-oriented sales activities, while promoting various initiatives to maintain long-lasting connections with customers by accelerating mutually complementary strategies using physical and digital channels. As we focus on the rollout of digital services centered on the Yucho Bankbook app starting with the next medium-term management plan, we will expand use of the app as we leverage our network of post offices.

In terms of marketing, we will continue to promote a shift in investment from bank deposits to Japanese government bonds, taking advantage of the rising trend in domestic interest rates. Regarding the Σ business, we will continue to promote investment operations through investment vehicles established by business partners, including Japan Post Capital Partners Co., Ltd., a Japan Post Bank subsidiary.

We thus expect the fiscal 2025 Japan Post Bank net operating income to reach ¥470.0 billion, exceeding the target set in the medium-term management plan.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	● ROE Net income	4.7% or higher ¥470.0 billion	4.0% or higher ¥400.0 billion or higher
Major KPIs	● Bankbook app registered accounts ● NISA accounts ● Risk asset balance ● Strategic investment areas balance ● General partner business-related investments balance (based on investment commitments)	16,000,000 accounts 870,000 accounts Approx. ¥108.0 trillion Approx. ¥14.0 trillion Approx. ¥170.0 billion	16,000,000 accounts 940,000 accounts Approx. ¥114.0 trillion Approx. ¥14.0 trillion Approx. ¥400.0 billion

■ (5) Life Insurance Business

To advance customer-oriented business operations at Japan Post Insurance, and in line with our sense of mission as insurance professionals, we plan to develop integrated activities. These will provide customers with peace of mind every step of the way, from product proposals to after-sales follow-ups, insurance claims, and other procedures.

Further, under the enterprise risk management<sup>1</sup> framework, we aim to improve asset management earnings based on asset liability management,<sup>2</sup> while working to generate additional earnings by capitalizing on changes in the market environment. Our asset management structure will be enhanced through collaboration with other companies, as we advance our human resources portfolio.

We thus expect the fiscal 2025 Japan Post Insurance adjusted net operating income to reach ¥142.0 billion, exceeding the target set in the medium-term management plan.

Notes: 1. Enterprise risk management refers to integrated risk management. Japan Post Insurance identifies risks faced by the Company holistically, including potentially significant risks, and compares and contrasts them with the Company's overall equity capital to manage risks.

2. Adjusted profit: net income + burden of regular policy reserves in the first year (after tax) + amortization of goodwill.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	● Adjusted ROE Adjusted net income	Approx. 8.5% (¥142.0 billion) forecast	Approx. 6.0% ¥97.0 billion
Major KPIs	● EV growth rate (RoEV) ● Customer satisfaction ● Policies in force	Target level achieved, aiming to maintain and improve  Promoting ongoing customer experience improvements, aiming to achieve target  Although the pace of decline in number of policies in force is slowing, we expect to fall short of the medium-term management plan target	Aiming for 6–8% growth  Aiming for 90% or higher  18.5 million or more

■ (6) Real Estate Business

In fiscal 2025, Japan Post and Japan Post Real Estate will continue to engage in the rental business, focusing on JP Tower, other offices and commercial facilities, residences, daycare centers, and care facilities for the aged.

From the perspective of putting real estate owned by the Group to the most effective use, and thus expanding revenue opportunities, we plan to pursue built-for-sale business. Since construction costs and revenue-generating property prices are rising sharply, we plan to formulate and execute development and acquisition plans as appropriate.

In addition, we will engage in partner collaborations and outsource as appropriate those properties currently in operation. This will allow us to maintain and improve income and asset value, as we strive to provide high-quality, efficient management.

These efforts are expected to result in a fiscal 2025 real estate business net operating income of ¥18.0 billion, exceeding the management plan target.

		FY2025 Plan Targets	Medium-term Plan Targets
Profitability indicator	● Net operating margin Net operating income	21.0% ¥18.0 billion	14.0% ¥11.0 billion
Major KPIs	● Ordinary income	¥86.0 billion	¥80.0 billion

■ (7) Two financial subsidiaries' share disposal

The Postal Service Privatization Act stipulates that all shares in the Group's two financial subsidiaries, Japan Post Bank and Japan Post Insurance, shall be disposed of as early as possible, while taking into consideration the management status of, and the impact on, their performance of duties to ensure basic services pertaining to postal and other businesses.

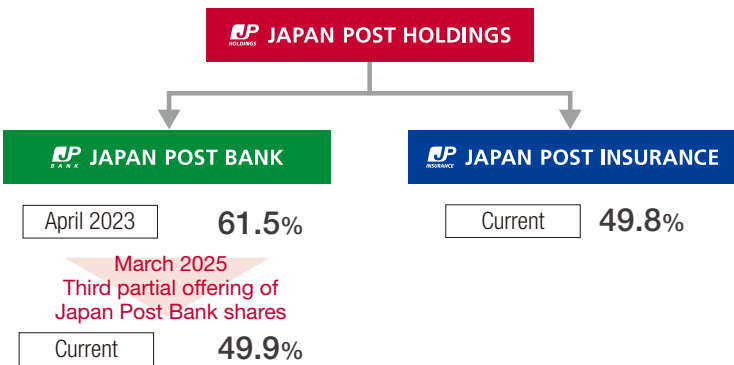
In accordance with the spirit of the Act, and from the perspective of increasing the management independence and freedom of the two financial companies, we have decided to aim for our holding ratio of each company's shares to be 50% or less during the medium-term management plan JP Vision 2025+. Thus, our holding ratio of Japan Post Insurance shares is currently approximately 49.8%.

Following the third partial sale of Japan Post Bank shares in March 2025 and with the steady progress of the privatization process, Japan Post Bank holdings now amount to approximately 49.9% of the original total.

Funds obtained from the third partial offering of Japan Post Bank shares will be used to increase capital in Japan Post with the aim of strengthening logistical capabilities, and upgrading and digitizing post offices and other facilities in order to improve Group profitability.

Future share disposals will be considered based on the spirit of the provisions of the Postal Privatization Act and from the perspective of Group management. We will also consider measures to strengthen collaborations that support the subcontracting relationship between the two financial subsidiaries—Japan Post Bank and Japan Post Insurance—and Japan Post, and that promote Group-wide efforts to achieve these specific aims.

Shareholding ratio of the two financial subsidiaries

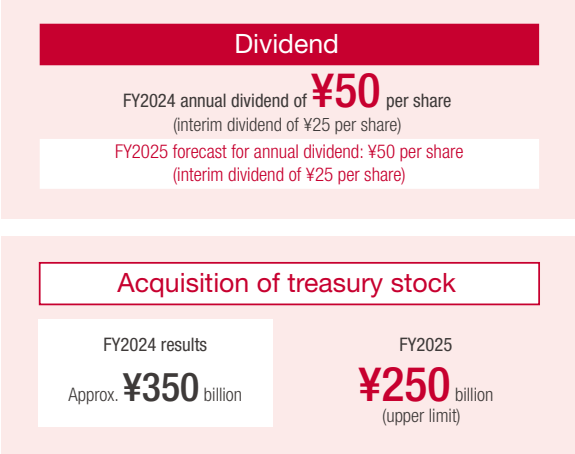


■ (8) Shareholder return policy

Japan Post Holdings considers the return of profits to shareholders to be one of its most important management policies and has established a basic policy requiring the ongoing provision of stable returns to shareholders, according to business performance.

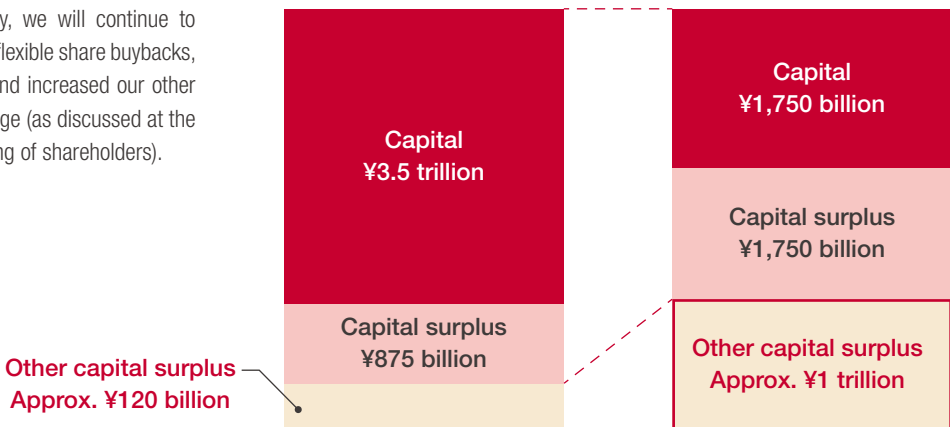
With regard to the distribution of surplus earnings, we aim to provide stable returns to shareholders while enhancing internal reserves and being mindful of capital efficiency. Accordingly, during what remains of JP Vision 2025+ (ending March 31, 2026), we intend to provide a stable annual dividend of ¥50 per share, including an interim dividend of ¥25 per share.

Further, we have decided to improve capital efficiency through the flexible acquisition of treasury stock during the JP Vision 2025+ period and, in August 2025, will commence acquiring treasury stock up to a maximum value of ¥250.0 billion.



■ (9) Capital transfer (increase other capital surplus due to reduction in capital)

To ensure a flexible capital policy, we will continue to increase capital efficiency through flexible share buybacks, and have transferred our capital and increased our other capital surplus to the ¥1 trillion range (as discussed at the June 2025 ordinary general meeting of shareholders).





## In the Social and Economic Arenas

### Focusing on earnings, societal issues

#### SUNAYAMA Naoki

Executive Officer,  
Japan Post Holdings Co., Ltd.  
Executive Officer,  
Japan Post Co., Ltd.



In recent years, Japanese companies have been shifting their responsibilities from simply selling products to devising solutions for issues facing society. In other words, we are entering a time when profitability and the public good are considered truly compatible.

The Japan Post Group, in like spirit, is looking to establish new businesses that can make the most of its community-based post offices, as well as new businesses that can benefit communities and people's livelihoods. At the same time, they provide solutions for even bigger issues, such as those related to the environment.

To address these problems on a Group-wide basis, we have set up the Regional Co-Creation Division within Japan Post Holdings and Japan Post Co., Ltd. In our view, business co-creation is about generating earnings by bringing together people from inside and outside the Group, and leveraging its vast platform of operations to support these people's passions, ideas, and wide-ranging expertise.

While coordinating the Group's resources, particularly its deep-rooted network of post offices, and collaborating with its alliance partners while pursuing M&A when thought necessary, we are aiming both to secure earnings and help solve issues confronting society today.

Since April 2025, we have been further expanding the function of the Regional Co-creation Division, and working to enhance the value and appeal of our post offices. This we have been doing by offering services tailored to meet regional needs, and by strengthening ties with local governments.

Customers can purchase items and seek advice about our services at the nationwide network of post offices, which function as retail outlets and serve as a web of community hubs and logistics centers. As retail outlets, they strive to offer customers greater convenience and security through their products and services; and as community hubs, they help bring dynamism and comfort to their communities. In short, they provide coordinated

services that eliminate inconveniences, and serve as places where people can interact.

Furthermore, to increase the profitability of its network of post offices while maximizing their significance—particularly with respect to sustainability—Japan Post Holdings, as the owner of these real estate assets, has invested in a fund promoting sustainable forestry management, and another that invests in energy storage plants. These initiatives are expected to contribute to achieving the Japan Post Group's goal of becoming carbon neutral by 2050.

Since its formation in 2007, the Japan Post Group has created new services and businesses, including those involving merchandise and real estate. We plan to continue launching new businesses that generate earnings, while also providing needed solutions and creating new products and services that deliver more convenience, security, comfort, and value. The goal is to help support the lives and livelihoods of customers across the country.

### Helping Support People's Lives

To enhance the value and appeal of our post offices, we develop all kinds of services to support the daily lives of customers. For example, to help communities ensure the safety and security of elderly residents living alone, we provide a service through which post office staff visit their homes once a month to check on them.

We also supply another version of this service—tailored for use by local governments and businesses—in which we supply tablet devices equipped with speaking and listening functions. These enable elderly residents to communicate and stay in touch with their families.

In response to a growing demand for end-of-life planning in recent years, we developed a service that introduces users to end-of-life planning providers. The service was offered, on a trial basis, in the Tokyo metropolitan area and Hokkaido Prefecture. Thanks to its popularity, in February 2024 we rolled it out as a new service at post offices nationwide. The service allows users to contact a specialized call center for consultations free of charge, and refers users to end-of-life planning providers affiliated with Japan Post in accordance with their requests.

In January 2025, we launched a nationwide service for regularly checking vacant homes on behalf of owners who live far away and have difficulty handling routine maintenance. The service has post office staff who live nearby regularly check the condition of the vacant homes.

We look forward to enhancing these services, which have become typical of our community-based post office offerings.

### Tackling Societal Issues with JR East Japan

In February 2024, Japan Post Holdings and Japan Post concluded an agreement with East Japan Railway Company ("JR East Japan") to step up efforts to provide solutions for issues confronting Japan today. Specifically, they will work together to address the depopulation of rural communities, labor shortages, and other major challenges by enhancing collaboration in five ways, by making post offices and train stations community hubs; ensuring the sustainability of logistics; using assets to develop communities based on a co-creation model; promoting local industries and creating local businesses; and applying digital technologies to support the livelihoods of community residents.

To establish post offices and train stations as community hubs, we have been working to integrate the operations of our post offices and JR East's train stations in certain communities. In the city of Kamogawa in Chiba Prefecture, for example, we opened a post office inside Emi Station in August 2020, since when it has been handling train ticket services. In the same way, such services have been handled by post offices opened at Awa-Katsuyama Station in the town of Kyonan, Chiba Prefecture, since July 2024; Kamasusaka Station in the city of Sakura, Tochigi Prefecture, since March 2025; and Aburakawa Station in the city of Aomori, Aomori Prefecture, since March 2025. By March 2026, we plan to open a post office in Ubara Station in the city of Katsuura, Chiba Prefecture.



## Fund Investment: Energy-storage and Forestry

In line with its JP Vision 2025+ medium-term management plan, the Japan Post Group is striving to help solve environmental issues by investing in natural assets, including forests and renewable energy sources.

In 2024, Japan Post Holdings invested in the Tokyo Metropolitan Energy Storage Plant Investment Limited Partnership. This is a fund promoted by the Tokyo Metropolitan Government and operated by GI Energy Storage Management Inc., which was jointly set up by Itochu Corporation and Gore Street Capital Limited, a UK-based investment management firm.

The fund develops and invests in energy storage plants connected to the power grid, in order to help align energy supply with demand in the electric power market. This should help facilitate more widespread use of renewable energy and accelerate decarbonization.

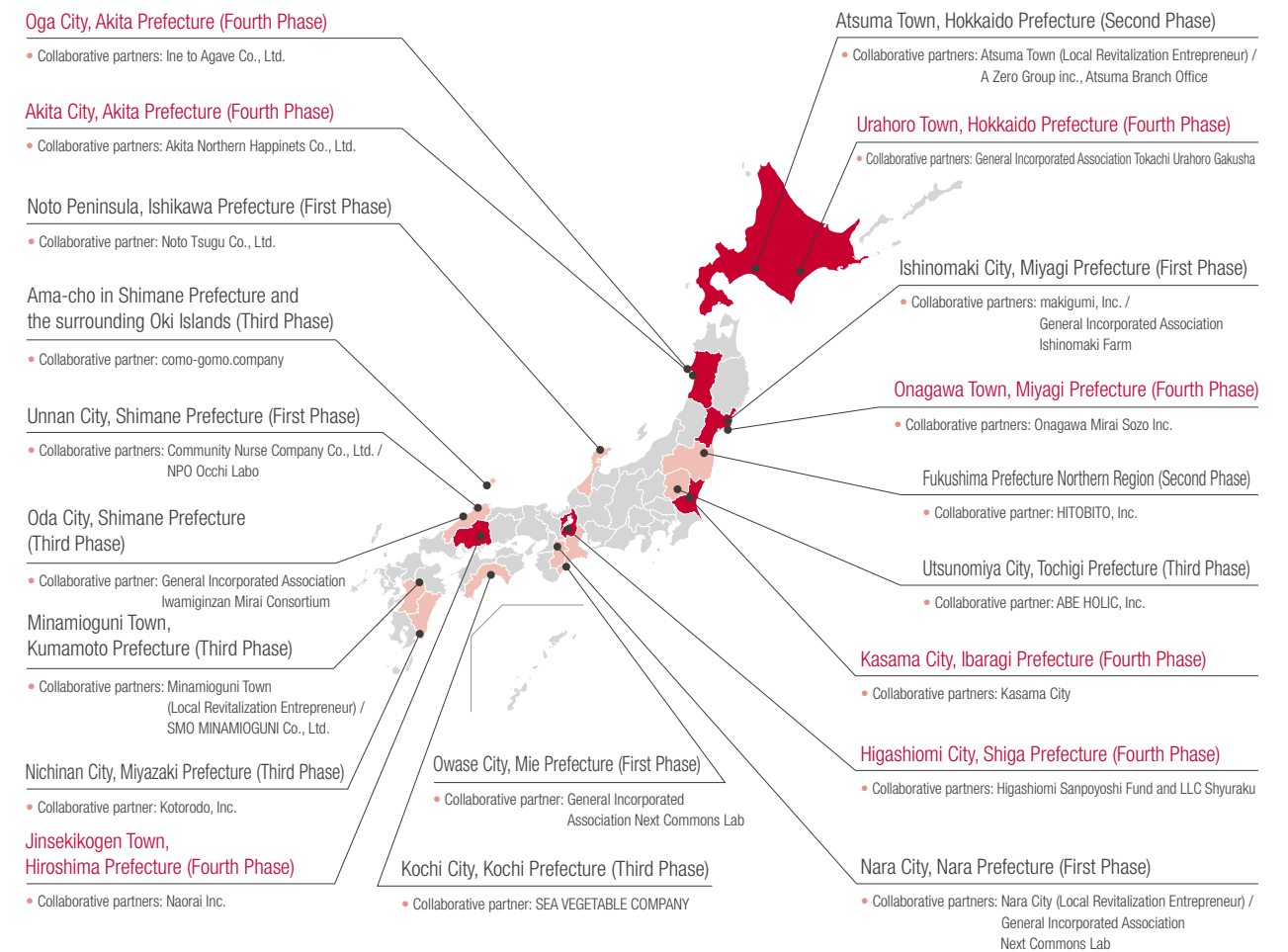
In 2023, Japan Post Holdings invested in the Eastwood Climate Smart Forestry Fund I. It was established by a forest asset management firm in the United States that is affiliated with Sumitomo Forestry Co., Ltd. The fund promotes sustainable forest management and increased biodiversity.

Looking ahead, we will continue making use of the Japan Post Group's resources to help provide solutions for today's issues, while assisting in the realization of carbon neutrality in Japan and other countries.



## Local Co-creation Initiative (LCI)

Japan Post Group employee dispatching areas and collaborative partners



Note: Personnel from Next Commons Lab, an organization based in Tokyo, are also being dispatched to the area during the first stage.

The Japan Post Group launched the Local Co-creation Initiative in April 2022, with the goal of fostering an entrepreneurial mindset among its employees. Through this initiative, employees are dispatched, for about two years, to local governments and local venture companies involved in community revitalization. There they help create new businesses, while gaining valuable experience around the country. Employees of Japan Post Holdings, Japan Post, Japan Post Bank, and Japan Post Insurance are eligible for selection through an open recruitment process.

Between 2022 and 2024, 16 employees were dispatched to 13 organizations in 13 municipalities. Then, in April 2025, the recruitment process was expanded to include employees of Japan Post's branch offices. The network of collaborating partners has been growing around the country, with another seven employees having been dispatched later on to eight organizations in seven municipalities.

Among the initiative's successes is the launching, using Japan Post's delivery network and post offices, of a new shopping and delivery service for community residents who live far from supermarkets.

In addition, a project to outsource local administrative work to post offices has begun on a trial basis. By spearheading and carrying out these kinds of projects, the Japan Post Group is working to foster activities that help develop sustainable communities and improve the livelihoods of their residents.

In May 2024, the Group held a conference, the Social Co-Creation Summit Liquid 2024. Participants explored possibilities for universal services and learned from project leaders who have successfully devised solutions for challenges facing communities and society as a whole.



## Promoting Group DX

### Creating new customer value, more convenient and pleasant experiences

#### IIDA Yasuhisa

Managing Executive Officer, Group CDO,  
Japan Post Holdings Co., Ltd.  
Senior Executive Officer,  
Japan Post Co., Ltd.  
CEO & Representative Executive Officer,  
JP DIGITAL Co., Ltd.



For over 150 years, post offices have been a part of Japan's social infrastructure, providing universal services and support for the nation's people. To maintain our close connection, we are promoting digital transformations (DX) and working to bring about changes aimed at realizing a sustainable society.

The post office of the future is an initiative that aims to combine the strengths of physical post offices, namely people, with the power of digital technologies. Rather than simply promoting digitization, we are pursuing DX, which gives the utmost consideration to user experience (UX). The aim is to enhance the experience value of both post office customers and employees.

#### Yu ID and Yu Yu Point

The Yu ID (the name was changed from Yubin ID in May 2024) is a single, Group-wide common ID which serves to provide customers with integrated value across the Group. In addition to Japan Post's existing postal and logistics services, in May 2024 we launched a collaboration with Japan Post Insurance's Kampo My Page website. Then, as of the end of March 2025, the number of registered Yu ID members has reached approximately 15 million. We plan to continue expanding the range of services accessible via Yu ID and to make post offices even more convenient for customers.

In November 2024, we launched Yu Yu Point with the aim of promoting the use of post offices, Yu ID, and the Post Office App, while strengthening our ties with customers. Yu Yu Point are earned easily by simply visiting a post office (Visit Points), as well as through various campaigns. Accumulated points can be exchanged for distinctive post office products. In the near future, we plan to award points for purchasing products and conducting transactions at post offices, and will strive to make this service available to more customers.



With regard to the value of customer experience, we plan to provide new experience value through expanded Post Office App functions and the Yu Yu Point service. The latter is accessible via the single, Group-wide common Yu ID. We make sure that ease of understanding and usability of each digital product is taken into consideration in order to provide better user experience value.

As a result, the Post Office App had in excess of five million downloads in the 18 months following its October 2023 release. The number of registered Yu ID accounts is steadily progressing toward the target of 20 million by the end of FY2025. We intend to keep up our efforts to further

improve the convenience of our service as we continue to enhance customer experience.

At the same time, employee work-style reforms are also an important issue. We are working to improve business efficiency by expanding the distribution of digital devices and utilizing AI. As of April 2025, we have created an environment where more than 7,000 employees, mainly at the headquarters of each Group company, can use generative AI in their work. We will continue to maintain an environment that makes employees' work easier and enables them to spend more time interacting with customers, with the aim of enhancing the value of their work experience.

#### Employee Work-style Reforms

To improve the experiences of customers and employees at post office counters, as of the end of March 2025 we have installed digital ticket issuing machines at 326 post offices nationwide. We will continue to provide reliable and comfortable postal services by taking into consideration customer waiting times and ensuring that employees perform their duties accurately and quickly.

As part of our efforts to change employees' work-styles, we are creating an environment in which more employees than ever have access to digital devices. This will improve administrative efficiency and facilitate communication between employees, as well as enable us to provide customers with easier-to-understand explanations and proposals.

We are also promoting the use of generative AI. We have developed an internal Group Generative AI Portal, and at present are making an effort to streamline and refine planning and administrative tasks, primarily focused on head office employees. We plan to develop core personnel skilled in the use of generative AI, so that we may expand its use to branch offices and front-line managers, as we streamline administrative tasks.

In addition, we are expanding the functionality and usability of the JP Employee My Page, which further cements the connection between employees and the Company through digital technology.



Group generative AI portal



# Group Company DX Initiatives

## P-DX Promotion



Japan Post is promoting postal digital transformations (P-DX) to realize data-driven operations and services utilizing digitized shipping information and delivery destination information accumulated to date, with the aim of making it more convenient for both senders and recipients to delivery service and streamlining operations.

To improve convenience for both senders and recipients, we will expand the number of locations where customers can use Yu-Pri Touch to create shipping labels at post offices using QR codes\* generated by the Post Office App. Meanwhile, we also are promoting initiatives such as delivery notifications and doorstep deliveries that allow customers to take delivery of packages according to their wishes.

In terms of operational efficiency, in FY2024, we rolled out an automated routing system that uses AI to automatically create delivery routes nationwide, and a parcel pickup support system that digitizes operations, from parcel pickup to shipment instructions.

To further improve operational efficiency, we will continue utilizing the smartphone app to eliminate paper in our delivery operations. With the introduction of robotics, and transportation telematics, we will manage shipment location, status, and other information using GPS data.

\* QR Code is a registered trademark of DENSO WAVE INCORPORATED in Japan and in other countries.



## Improving Post Office Counter Operations



We are promoting the digitalization of physical channels to improve convenience for customers who visit post office counters, as well as remote and digital channels for customers who have difficulty visiting post offices.

In FY2024, we introduced a system facilitating the paperless processing of new Japan Post Insurance product applications, as well as maintenance and payments, and digitalized the catalog application process for merchandise and products. We will continue to promote the expansion of paperless operations for applications, procedures, and other tasks using tablet devices for business purposes.

In addition, we are considering expanding the introduction of digital ticket issuing machines. These enable customers to issue tickets and check congestion status via the Post Office App. Also being considered is the introduction of self-checkout counters that allow customers to post mail and purchase products without waiting in line at counters.

Further, we are expanding the number of post offices connected to Financial Services Contact Centers, where specialized operators remotely provide product explanations and application procedures for NISA (Nippon Individual Savings Account, accumulated investment accounts) and non-life insurance products.

Through the above initiatives, we will continue to improve customer convenience and operational efficiency.



## Diverse App Lineup

Japan Post Bank offers a variety of apps that are easy and convenient to use.

To provide customers with the tools they need, whenever and wherever they are needed, we launched the Yucho Bankbook App. It enables customers to confirm their current bank balance, review deposit and withdrawal transaction details, and initiate transfers around the clock. We also offer Yucho Reco, a personal financial management app that automatically records monthly and annual income and expenses. The Yucho Pay app facilitates easy payments simply by scanning a bar code. Meanwhile, the Yucho Tetsuzuki App allows customers to open a multipurpose account without a passbook, and re-register PIN numbers anytime, anyplace.

We expanded the functionality of the Yucho Bankbook App in May 2025 to facilitate the opening of Japanese government bond accounts, balance detail confirmation, and bond purchases. In addition, the menu screen will be redesigned to be more user-friendly and easier to navigate.

In addition, the Yucho Tetsuzuki App soon will facilitate additional procedures. These include the opening of child bank accounts—enabling parents to quickly and easily open a multipurpose account in the name of a child aged 15 or younger—as well as a reporting and card reissuing procedures.

We will continue to promote expanded app functionality and strive to enhance digital services that all customers can use safely and with peace of mind.



## Utilizing Digital Technologies to Streamline Business Operations and Strengthen Sales Force



With a view to improving productivity and enhancing the sophistication of planning operations, Japan Post Insurance has been streamlining business operations since fiscal 2023 by introducing generative AI in all head office departments.

In addition to the general information currently possessed by generative AI, we plan to utilize internal data and other information resources to strengthen connections with customers and improve productivity.

In May 2025, we introduced a generative AI-based role-playing service to enhance the training of young employees working in the Whole Sales Division at all branches. The service makes it possible to conduct customer service training incorporating a variety of scenarios anytime, anywhere.

Feedback combining evaluations based on the same criteria used by generative AI and assessments from training staff is provided to employees in the Whole Sales Division to enhance their customer service skills.





# Innovating Group CX\*

## Driving customer-centric operations and delivering meaningful value through our products and services

### KAMADA Mayumi

Executive Officer, Group CCDO,  
Japan Post Holdings Co., Ltd.  
Executive Officer,  
Japan Post Co., Ltd.



In FY2024, a series of scandals were revealed within the Japan Post Group, including inappropriate use of non-public financial information without customer consent, offering insurance products to customers before obtaining approval to sell them as required under the Insurance Business Act, and execution of administrative dispositions concerning unperformed roll calls. We deeply apologize for the anxiety and concern these issues have caused our customers and stakeholders.

Given these circumstances, the Japan Post Group will return to its core principles, listen sincerely to customer feedback, and strive to operate in a customer-centric manner that meets customer expectations.

Each year, the Japan Post Group receives approximately five million items of feedback from customers, including complaints, requests, and compliments. We value every piece of feedback and continuously work to improve our services, regardless of the size of a request. We are also

\* Customer experience

continually working to better understand customer needs by accurately analyzing customer voices using AI and other technologies.

While steadily advancing our core businesses, we recognize that developing forward-looking initiatives is also essential for the Group's growth.

Established in FY2024 within Japan Post Holdings, the CX Design Department is dedicated to identifying and responding to the evolving values and needs of customers across all businesses. In the context of rapid digitalization, ongoing population decline and regional depopulation, and increasing diversity in people's values and lifestyles, our mission is to take a comprehensive, group-wide approach to understanding what customers truly seek and to unlock the full potential of the Japan Post Group by delivering superior customer experiences.

By returning to our founding principles and sincerely listening to customer feedback, we are committed to

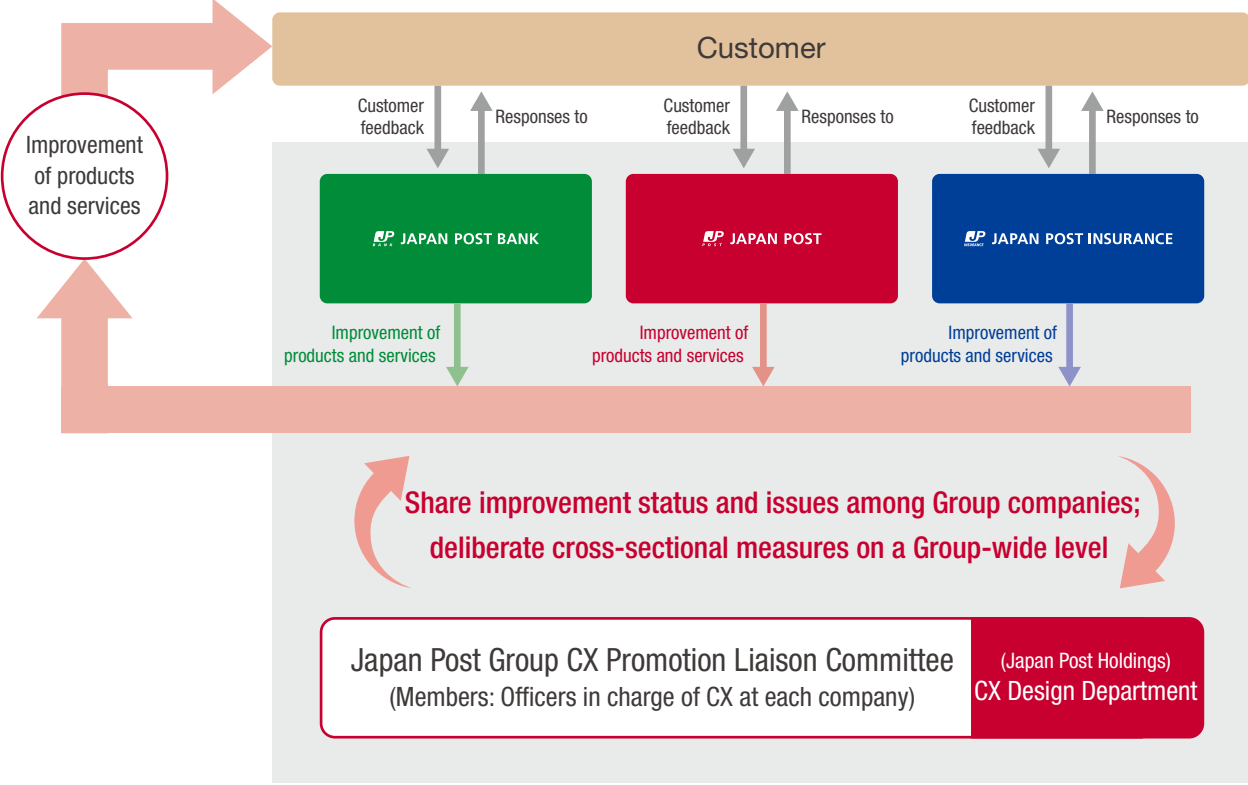
ensuring thoroughly customer-centric operations and business practices, enabling our customers and stakeholders to place their trust and expectations in us.

To achieve these aims, it is essential to enhance our opportunities to engage with customers through digital transformation (DX). By integrating the strengths of our nationwide post office network with the convenience and efficiency of digital technologies, we seek to deepen our understanding of customers via digital channels, while also identifying unique ways to connect through in-person interactions. We believe that DX will serve as a valuable driver of our future growth.

In FY2025, we remain fully committed to further strengthening customer-centric operations and to making every effort to provide products and services that effectively address the needs and expectations of our customers.

### CX Design Initiatives

Initiative Item	Description
Market and business environment analysis	Anticipate and track evolving customer needs by leveraging research and market intelligence.
CX design	Evaluate group business performance and adapt products and services to proactively address customer needs.
CX design functions	Develop frameworks to enable the delivery of products and services that provide meaningful value to customers.
Customer voice analysis and insights	Utilize advanced analytics, including AI, to gain in-depth insights from customer feedback.
Customer feedback and continuous improvement	Embed a customer-centric culture by establishing and advancing initiatives under our Customer-Centric Business Operations Basic Policy.
Fostering CX mindset	Champion CX-focused learning and cultivate an environment in which employees are empowered to serve customers with confidence.



# Improving EX\* by Promoting Human Capital Management (Human Resources Investment)

Realizing workplaces that instill pride and fulfillment,  
and improve EX among all employees

## HAYASHI Toshiyuki

Senior Managing Executive Officer,  
Group CRO, Group CHRO,  
Japan Post Holdings Co., Ltd.  
First Executive Officer,  
Japan Post Co., Ltd.



### Looking back on FY2024

If the workforce-dependent postal business is to grow, investing in human resources is essential. Thus, during FY2024, we stepped up investment in those who support our business operations: our employees.

As part of our human resources portfolio restructuring initiatives, we set out to become a more flexible, diverse organization and are taking the following steps.

- Expanding the assignment of alumni (retired former Group employees) to positions throughout the Group, rather than working only our headquarters, to which they previously had been limited
- Making available the Comeback Recruitment System, which enables retired employees, including those who left for personal reasons, to apply for reemployment

\* Employee experience gained through working at the company.

- Introduced an Employee Referral Program, leveraging Japan's largest employee network to promote the acquisition of diverse human resources
- Expanded internal open recruitment across the Group to include frontline employees, enabling self-initiated internal transfers

Furthermore, in response to rising prices, the need to secure human resources, and the importance of creating a workplace environment where employees can work with peace of mind, we have introduced new human resources measures. These include ongoing base wage increases, the Lump-sum Relocation and Transfer Allowance, and the Lump-sum Childcare and Nursing Care Leave Support Allowance.

### Investing in people, focusing on the future

Our Group must swiftly overcome the challenges posed by changes in the external environment, including labor shortages resulting from a declining working population, as well as the diversification of values and lifestyles. To address these

challenges, we are strengthening and evolving our human capital management, recognizing our approximately 360,000 employees as our greatest capital and striving to maximize their value.

Employees on the front lines, who interact with customers daily, are essential to our Group's business operations. We will continue to create an environment in which all employees—especially those on the front lines—can fully demonstrate their capabilities, as we remain fully committed to enhancing corporate value.

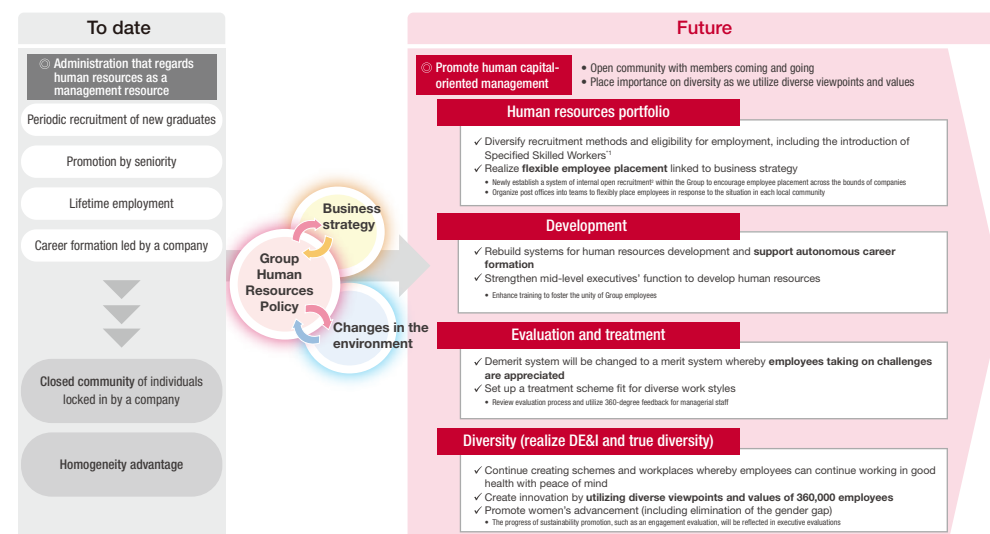
This fiscal year is the final year of JP Vision 2025+. Under the Group Human Resources Policy, we are committed to implementing human resources strategies that are closely aligned with our management strategy. We are steadily advancing key initiatives in the four areas of: human resources portfolio, development, evaluation and treatment, and diversity. We will also strive to respect the human rights of all stakeholders involved in our business operations. We will improve the EX of all employees, especially those on the front lines, and provide a workplace where they can feel pride and fulfillment, while strongly supporting the Group's transition to a growth stage.

## EX Improvement Initiatives

### Transitioning to growth

In May 2023, we formulated the Group Human Resources Policy, which sets forth the basic direction for realizing human resources strategies aligned with management strategies. We are promoting human capital management based on this policy.

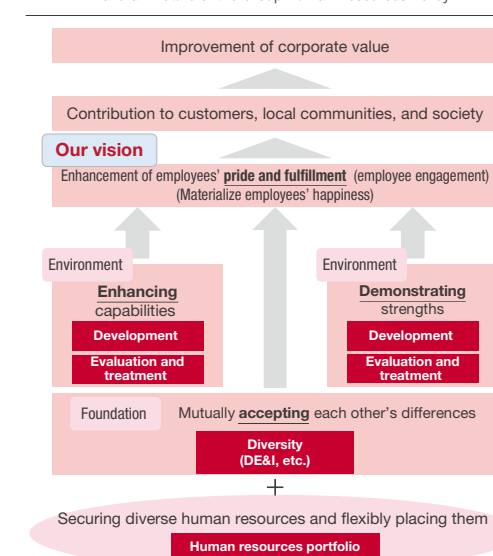
We believe that, in working for the Group, employees feel a sense of pride and fulfillment. This, in turn, is conveyed to customers, local communities, and society, ultimately leading to enhanced corporate value. Based on this belief, we have identified fourkey initiatives—human resources portfolio, development, evaluation and treatment, and diversity—and are steadily advancing efforts in each. Through continued investment in human resources, we are working to enhance EX across the organization.



Notes:

1. A plan to secure a workforce who supports our business over a long period through securing and developing foreign human resources and converting them into Specified Skilled Workers (i) through the Specified Skilled Workers System, a national program scheduled to be established.
2. Internal open recruitment refers to inviting employees to submit their preferences and make selections.

### Overall Picture of the Group Human Resources Policy



### Major KPIs for the Key Initiatives

<b>Pride and fulfillment score</b> At least the previous fiscal year's score will be targeted for the fiscal year ending March 31, 2026. (Reference: Fiscal year ended March 31, 2025 — 3.39 pts)
<b>Number of personnel exchanged within and out of the Group</b> Maintain the fiscal year ended March 31, 2022 level (Fiscal year ending March 31, 2026)
<b>Number of personnel who applied for open recruitment within the Group</b> At least the previous fiscal year's figure for the fiscal year ending March 31, 2026
<b>Right person to the right job score</b> At least the previous fiscal year's score will be targeted for the fiscal year ending March 31, 2026. (Reference: Fiscal year ended March 31, 2025 — 2.51 pts)
<b>Ratio of women in management positions at head offices of the four major Group companies</b> Fiscal year ending March 31, 2031: 30%
<b>Rate of childcare leave taken by both men and women: 100%</b> <b>Average number of days of childcare leave taken by men: 1 month or more</b>

Please refer to page 69 for details. [P. 69](#)

### Investing in Human Resources (Amount Invested in the Two Years to Fiscal Year Ending March 31, 2026)

Investment in human resources*	Strengthen human resources development seminars (including re-skilling)	Initiative to promote diversity	Initiative to secure human resources, etc.	Total <b>¥35 billion</b>
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\* The various expenses associated with the key initiatives for personnel matters are defined as investment in human resources.



Real Estate Business

Pursuing new revenue sources for the Group

YAMASHIRO Yasuhiko

Senior Managing Executive Officer,  
Japan Post Holdings Co., Ltd.  
First Executive Officer, Japan Post Co., Ltd.  
President & Representative Director,  
Japan Post Real Estate Co., Ltd.



We are working to achieve the targets set out in JP Vision 2025+—our medium-term management plan announced in FY2024—in a bid to make our real estate business an earnings pillar for the Group before the five-year plan ends in 2025.

In FY2024, we created a division to manage real estate business under an integrated Group-wide real estate management structure. As a result, we have been promoting office tenant leasing for large-scale development properties, such as JP Tower Osaka that was completed in March 2024. Meanwhile, we are also carefully selecting and acquiring non-Group-owned properties, based on an

assessment of their intended use and the market conditions in the relevant areas.

Despite the challenging business environment and soaring construction and other costs, we are diversifying our sources of revenue. This is being done through ongoing efforts focused on areas with potential in turnkey business, as we revise development plans for large-scale properties and other projects, while determining when operations can best be resumed. Furthermore, we will continue making carefully considered investments in selected, non-Group-owned, profitable properties.

As part of the ongoing Group-wide sustainability management initiatives, we are continuing to implement measures that address key ESG issues, with particular focus on the global environment, wellness, local communities, and resilience.

Addressing Societal, Community Needs

When we develop real estate, the Group’s sustainability management initiatives take into consideration awareness of such key ESG issues as the global environment, wellness, local communities, and resilience. In addition, we also address societal and community needs. These include those related to JP Tower Osaka (completed in March 2024) and Kuramae JP Terrace (completed in March 2023). Both sites are implementing measures that include the development of pedestrian networks to make the city more lively and convenient, as well as the provision of open spaces, and the implementation of disaster countermeasures for the local community.



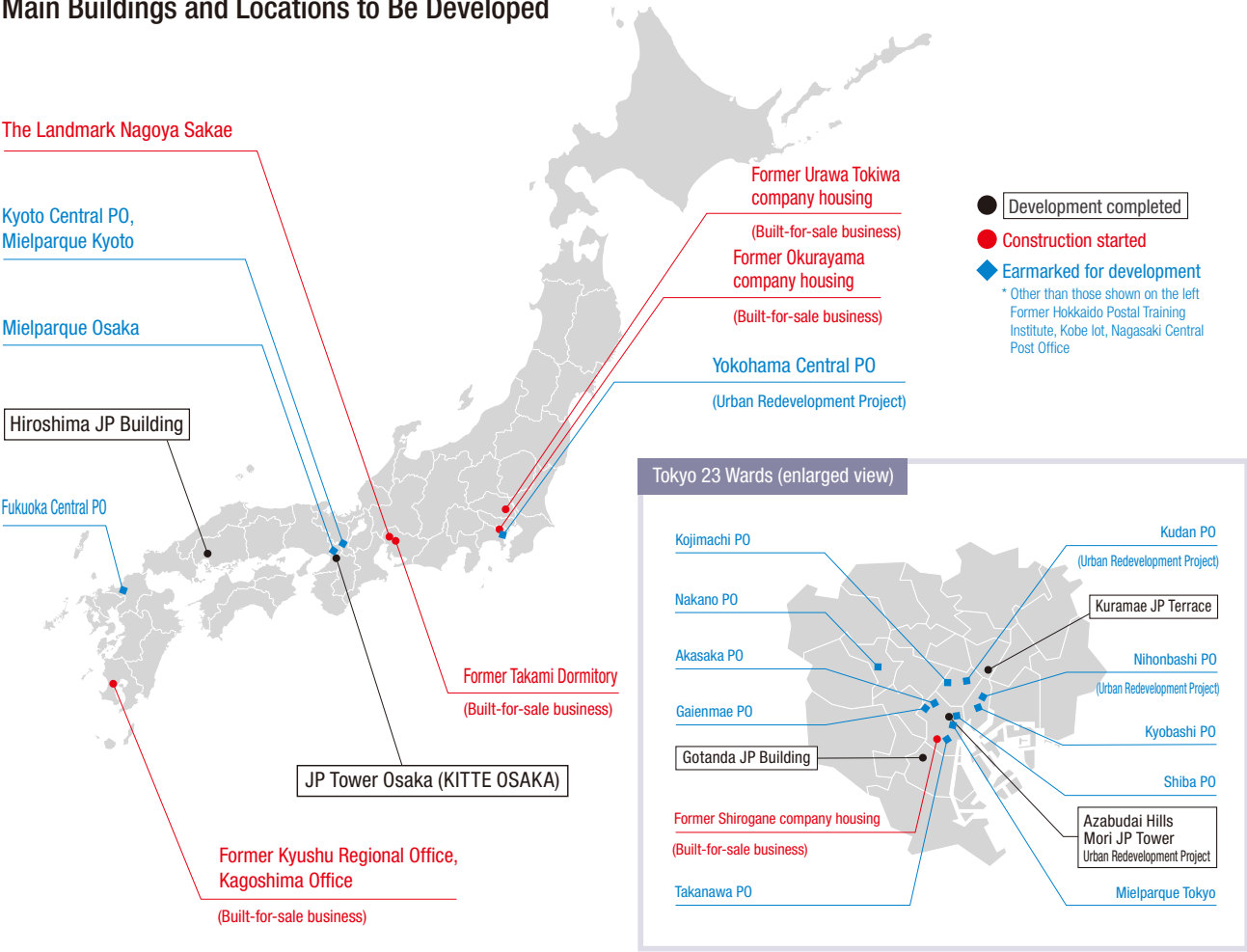
JP Tower Osaka (Osaka City, Osaka Prefecture)	
Acquired CASBEE Osaka Mirai S-rank and CASBEE Smart Wellness Office S-rank	
Creation of a lively atmosphere	• By integrated development of a mixed-use complex comprising commercial facilities (KITTE Osaka) from the basement to the 6th floor, including a hotel, offices, and a theater
Provision of pedestrian networks	• Through a direct connection to the West Exit of JR Osaka Station, with passageways and pedestrian decks running north–south through the building • By connecting to the Garden Avenue Nishi-Umeda underground pedestrian passageway
Provision of open spaces	• By using the several multipurpose plazas created within the facility
Implementation of disaster countermeasures	• By creating a temporary shelter, for people unable to return home when disasters occur, featuring seismic-damping construction and providing a power supply for up to 72 hours, as well as temporary toilet facilities (using recycled water)



Kuramae JP Terrace (Taito-ku, Tokyo)	
Acquired CASBEE Architecture S-rank, CASBEE Smart Wellness Office S-rank, and DBJ Green Building Certification 5-stars (highest).	
Establishment of community-based facilities	• Provide senior residences, combining independent and nursing care facilities • Set up licensed day care facilities to support a comfortable working environment for local residents
Provision of open spaces	• Roof-top garden provided, where residents and users can interact • Place created for members of the local community to relax
Implementation of disaster countermeasures	• Temporary shelter provided for those unable to return home during disasters, and disaster preparedness storage facilities • With a seismic isolation structure (for office building) and a vibration control structure (for residential building)

\* A system for evaluating initiatives to improve the health, comfort, and convenience of office workers. Buildings obtaining CASBEE S-rank certification can also receive CASBEE-Smart Wellness Office S-rank certification.

Main Buildings and Locations to Be Developed



# Sustainability Management

## Realizing integrated value creation

### ASAI Tomonori

Senior Managing Executive Officer,  
Japan Post Holdings Co., Ltd.  
First Executive Officer,  
Japan Post Co., Ltd.



Over the past year, the Japan Post Group has implemented various initiatives to further advance its management of sustainability. We are achieving results in a number of areas. These include the environment, society, governance, our commitment to obtaining science-based target (SBT) certification, the promotion of the first phase of our green transformation (GX), utilization of employee engagement scores, and co-creation platform-based initiatives.

At the same time, the external environment is becoming increasingly uncertain, due to factors such as the intensification of climate change-related natural disasters and sustainability-related political movements.

## Sustainability Management Approach

The Japan Post Group Basic Sustainability Policy states that we will endeavor to achieve sustainable growth for the Group and increase corporate value over the medium to long term. This is to be achieved by helping to resolve social issues related to sustainability through the Group's business activities.

In addition, the goal of our medium-term management plan—JP Vision 2025+, announced in May 2024—sets the goal of sustainability management by leveraging the Japan Post Group's strengths, namely, its business strategies.

We are seeking to bring about greater societal and Group sustainability by helping improve people's well-being and contributing to the creation of a low-environmental-load society by means of GX. At the same time, with our Vision 2025+ having been approved by the Management Meeting and the Board of Directors, we are committing ourselves to promoting sustainability management.

 Japan Post Group  
Basic Sustainability Policy



## Convening of the Sustainability Committee in FY2024

Committee Meeting*	Date	Major Topic of Deliberation/Reporting Matters
1st	Jul. 2024	Progress toward ESG targets (non-financial targets) in JP Vision 2025+; promotion of human capital management; challenges to disclosure according to SSBJ standards
2nd	Oct. 2024	Greenhouse gas emissions reduction portfolio; status of ICP review; strengthening sustainability communications; internalization of sustainability management
3rd	Dec. 2024	Promotion of sustainability management, strengthening of governance; results of interviews with executive officers about risks, opportunities, impacts, and response to TNFD
4th	Mar. 2025	Setting up of rules to promote sustainability, human rights due diligence initiatives

\* In FY2024, two special committee members—the president & CEO, and the senior executive vice president—attended the first and fourth committee meetings, respectively.

Given these conditions, companies need to reexamine the essence of sustainability and rethink their strategies. We now need to implement integrated value creation that simultaneously realizes the creation of social value, as well as the enhancement of corporate value.

Given that the revitalization of local communities is essential to the continued existence of our Group, we aim to improve the well-being of individuals and communities through our business activities. This requires that we collaborate with a number of entities. At the center of this effort is a co-creation platform for creating value together with local communities and customers.

By means of this platform, we will strengthen our capabilities in such areas as customer experience (CX), digital transformation (DX), and employee experience (EX). That will enable us to create social value and enhance corporate value, thereby realizing what is known as sustainable transformation (SX).

To achieve this, it is important to visualize the relationship between financial and non-financial indicators, and to clarify how business activities contribute to the creation of value for both society and the Company.

In addition, it is necessary for the entire organization to engage in Company-wide efforts to take ownership of sustainability, integrate diverse perspectives, and promote value creation with all members working together, regardless of organization or position, according to a shared vision.

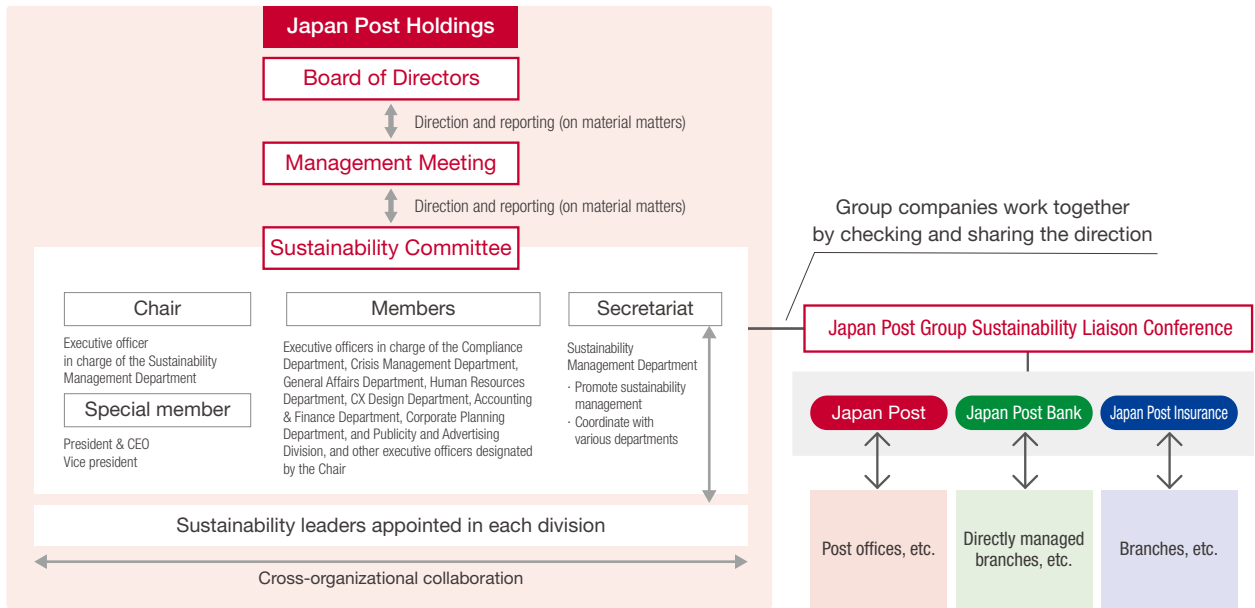
As the person responsible for promoting sustainability for the Group, I am committed to advancing the integration and coordination of various Group activities, in order to realize integrated value creation and, thus, a sustainable society and Group growth.

## Sustainability Promotion System

The Sustainability Committee was set up as an advisory body to the Management Meeting. It is chaired by the executive officer in charge of the Sustainability Management Department, and meets approximately four times a year. The president and other special committee member officers attend as necessary. The committee deliberates risks and opportunities related to sustainability, policies for addressing sustainability, metrics and targets, and progress on the initiatives. It reports the results of the deliberations to the Management Meeting and the Board of Directors.

The Japan Post Group Sustainability Liaison Conference, the members of which include executive officers in charge of sustainability at each Group company, also meets with the Sustainability Committee to promote sustainability management as a unified Group.

The deliberations of the Sustainability Committee are reported to the Management Meeting and the Board of Directors.





Major Initiatives Addressing Material Sustainability Issues

The Group leverages strengths that include the role of post offices as regional hubs, responding across the entire supply chain, and supporting societal adoption of innovations. It aims to specify and advance initiatives that concretely address material issues in each of its business areas.

We believe it is important to address multiple issues across the organization and pursue comprehensive solutions. By these efforts, we intend to create value in the form of low environmental impact and better well-being for communities and individuals.

Material Sustainability Issues, Major Initiatives in This Report

Material Issues		Direction of Initiatives	Main Initiatives	Indicators and Targets	Reference page
Responding across multiple domains		<ul style="list-style-type: none"><li>Act as regional hubs</li><li>Promote supply chain collaboration, change in consumer behavior</li></ul>	<ul style="list-style-type: none"><li>Promote ethical choices that only gently impact the environment, society, and people</li></ul>		P. 52
			<ul style="list-style-type: none"><li>Encourage agriculture–welfare collaboration</li><li>Support regional logistics (Poschoko Bin)</li></ul>		P. 53
			<ul style="list-style-type: none"><li>Support sustainable investment</li></ul>	<ul style="list-style-type: none"><li>Promote sustainable investment</li><li>Japan Post Bank ESG-themed investment and financing balance: ¥7.0 trillion by the end of FY2025</li><li>Japan Post Insurance Impact K Project Certified Fund: 15 projects totaling ¥50.0 billion by the end of FY2025</li></ul>	P. 54–55
		<ul style="list-style-type: none"><li>Support societal adoption of innovations to help resolve environmental and social issues</li></ul>	<ul style="list-style-type: none"><li>Improve logistics efficiency by using next-generation mobility</li></ul>		P. 56
Six Domains	Local communities and economies	<ul style="list-style-type: none"><li>Leverage the postal network to provide solutions tailored to meet local issues</li><li>Support Japan's aging society through services that render life-long support in this era of 100-year lifespans</li></ul>	<ul style="list-style-type: none"><li>Develop the Otagai Market shopping service</li><li>Strengthen collaboration with local governments</li></ul>	<ul style="list-style-type: none"><li>Monitor progress using the number of times each measure is applied as the indicator</li><li>Target four new regions for the community-based shopping service Otagai Market by FY2025 end</li><li>General Partner (GP) business-related investment (based on investment commitments): ¥400.0 billion by and of FY2025</li><li>Radio broadcast exercise implementation rate: 25% by end of FY2025</li><li>Collaboration with local governments: As of FY2025 end, conclude comprehensive agreements with 45 prefectures and 1,571 municipalities</li><li>Monitor progress using indicators such as the number of measures implemented, in addition to indicators relevant to local communities and economies</li><li>NISA accounts: Attain 940,000 accounts by end of FY2025</li></ul>	P. 57
	Responding to the aging of society		<ul style="list-style-type: none"><li>Devise ways to collaborate to support regional economic development (Σ Business)</li><li>Support asset-building for Japan's aging society (NISA)</li></ul>		P. 58
			<ul style="list-style-type: none"><li>Arrange impact investment and financing to help solve social issues</li><li>Promote health, revitalize local communities through exercises broadcast on the radio</li></ul>		P. 58–59
			<ul style="list-style-type: none"><li>Resolve social issues through sports</li></ul>		P. 59
			<ul style="list-style-type: none"><li>Support local community solutions through New Year's postcard donations</li></ul>		P. 60
	Access to services	<ul style="list-style-type: none"><li>Help enrich lives by providing easy-to-use services to satisfy wider range of needs</li></ul>	<ul style="list-style-type: none"><li>Post office app that can be used anytime, anywhere</li></ul>	<ul style="list-style-type: none"><li>Progress managed using the number of initiatives and other indicators</li><li>Reach 5 million downloads by registered post office app users by end of FY2025</li><li>Reach 16 million Yucho bankbook app registered users by end of FY2025</li></ul>	P. 61
			<ul style="list-style-type: none"><li>Retail business transformation</li><li>Simple, easy and expandable Yucho bankbook app</li><li>Asset-building support business strategy</li></ul>		
	Environment	<ul style="list-style-type: none"><li>Lessen environmental impact of business operations, contribute to low-environmental-impact society</li></ul>	<ul style="list-style-type: none"><li>Information disclosure initiatives based on TCFD recommendations</li></ul>	<ul style="list-style-type: none"><li>Greenhouse gas emission reductions*<ul style="list-style-type: none"><li>Long-term goal: Carbon neutrality by 2050</li><li>Medium-term goal: Cut of 46% (from FY2019 figure) by FY2030</li><li>* Includes Scope 1 and 2 emissions.</li></ul></li><li>Progress managed using several initiatives, other indicators<ul style="list-style-type: none"><li>Four-wheel EVs*: have 15,000 by FY2028 end</li><li>Two-wheel vehicles: have 30,800 by FY2025 end</li><li>* Including 500 three-wheel EV vehicles.</li></ul></li><li>Compliance with environmental laws, regulations, and other agreements</li><li>Air pollution reduced by promotion of electric vehicles</li><li>Efficient use of resources, reduction of waste</li><li>Use high-efficiency air conditioning in 82 new locations by end of FY2025</li><li>Use LED light bulbs at 430 more post offices by end of FY2025</li><li>Establish +Eco Post Offices in three locations opened in FY2025</li><li>Use FSC®-certified paper for postcards</li></ul>	P. 62
			<ul style="list-style-type: none"><li>Information disclosure initiatives based on TNFD recommendations</li></ul>		P. 62
			<ul style="list-style-type: none"><li>Response to climate change</li><li>Reduce Company and community greenhouse gas emissions</li></ul>		P. 62–64
			<ul style="list-style-type: none"><li>Use renewable energy effectively to address power supply fluctuations</li><li>Introduce supply chain-wide initiatives to cut greenhouse gas emissions</li><li>Take steps to achieve carbon neutrality in core transportation</li><li>Introduce renewable diesel and hydrogen fuel cell trucks</li></ul>		P. 65
			<ul style="list-style-type: none"><li>Environmentally friendly post offices utilize local characteristics (+Eco Post Offices)</li><li>Naha Higashi Post Office first to receive ZEB certification</li></ul>		P. 66
			<ul style="list-style-type: none"><li>Nature-related initiatives</li><li>Use sustainable natural capital</li><li>Place PASSTO collection boxes in well-frequented post offices to encourage a circular economy</li></ul>		P. 67
	Human resources and human capital	<ul style="list-style-type: none"><li>Workplaces that enable employees to work with pride and sense of fulfillment</li></ul>	<ul style="list-style-type: none"><li>Human capital management</li><li>Initiatives based on Group human resource policies<ul style="list-style-type: none"><li>(1) Mutually accept each other's differences</li><li>(2) Enhance capabilities</li><li>(3) Demonstrate strengths</li></ul></li></ul>	<ul style="list-style-type: none"><li>Use engagement score</li><li>Meet or exceed point score compared with that of previous fiscal year</li><li>Support balance between work and childcare<ul style="list-style-type: none"><li>Women: 99%; Men: 100%</li><li>Average days of childcare leave taken by men: One month or more</li></ul></li><li>Women in management roles</li><li>Ratio of women in management positions at head office: 30% or more by FY2030</li></ul>	P. 68–75
			<ul style="list-style-type: none"><li>Respect for human rights</li><li>Human rights due diligence</li></ul>		P. 76–77
	Management foundation	<ul style="list-style-type: none"><li>Establish a management foundation that earns customer trust and supports steps to resolve social issues</li></ul>	<ul style="list-style-type: none"><li>Crisis management framework</li><li>Use of AI</li></ul>	<ul style="list-style-type: none"><li>Maintain compliance framework</li><li>Expand internal reporting system</li><li>Ascertain instances of misconduct</li><li>Ensure cybersecurity framework</li><li>Respond to risk of information leaks</li><li>Maintain data governance framework</li><li>Establish a management foundation that earns customer trust and supports help in resolving societal issues through the analysis and use of customer feedback</li><li>Manage progress by using indicators such as the utilization status of initiatives related to newly introduced systems</li></ul>	P. 78
			<ul style="list-style-type: none"><li>Risk management framework</li><li>Disaster countermeasure initiatives</li></ul>		P. 79–82
			<ul style="list-style-type: none"><li>Maintain compliance framework</li></ul>		P. 83–84
			<ul style="list-style-type: none"><li>Maintain IT governance framework</li></ul>		P. 85
			<ul style="list-style-type: none"><li>Cybersecurity countermeasures</li></ul>		P. 86
			<ul style="list-style-type: none"><li>Maintain internal auditing framework</li></ul>		P. 87

Note: Among these various measures, we do not set quantitative targets for measures that are at the trial stage and for which future implementation plans are undecided; measures for which it is difficult to set targets due to reasons such as the need to respond to requests, intentions, or circumstances of the commissioning party or business partners; and measures aimed at suppressing undesirable events where setting targets could potentially lead to the emergence of issues. Instead, appropriate evaluations are conducted by the companies and departments responsible for implementing each measure.

## Supply Chain Cooperation and Changing Consumer Behavior

Rather than individual companies working alone in the supply chain, environmental and social issues require that they collaborate.

At the same time, to get as many consumers as possible to utilize products and services that address these issues, consumers must understand their significance and change their behaviors if they are to choose them. By utilizing postal and logistics networks and post offices that connect producers and consumers, the Japan Post Group aims to create a virtuous cycle of supply chain cooperation that will lead to changes in consumer behavior.

### Ethical choices good for environment, people, society

Japan Post is promoting efforts to encourage consumers to make ethical choices through the development and sale of parcels containing hometown specialties that embody kindness to the environment, society, and people.

Such parcels were first introduced in 2022 and featured mangoes and pineapples from Okinawa Prefecture. The idea was expanded in 2023, with participation in the Saga Prefecture Ethical Advanced Community Demonstration Project. Consequently, a comprehensive cooperation agreement was signed with the Agriculture-Welfare Cooperation Association. This is a network of organizations and individuals working to integrate agriculture and welfare, particularly through social farming initiatives. In FY2024, we expanded the initiative to other regions and products; the ethical parcels now became available at post offices, and through post office online shops.

The initiative enables people to enjoy local specialties, as well as support initiatives such as: the reduction of CO<sub>2</sub> emissions and food waste; the simplification of packaging; changes in producer workstyles; and the promotion of agricultural-welfare collaboration.

By connecting producers and consumers, this initiative expands consumption options and encourages the realization of a more sustainable society.

### Ethical Practices

Activities that benefit the Earth, society, and people, while making the world a more comfortable place in which to live, are termed ethical practices. "Ethical" originally referred to ethics and morals but, in recent years, the word has come to refer to consumer behavior that takes into consideration people, society, communities, and the environment. Included are regional revitalization and employment activities.

Ethical consumption is achieved when each of us becomes aware of social issues and, when engaged in our daily shopping routine, thinks about what might be done to help resolve them.

### Agriculture-welfare cooperation

Agriculture-welfare cooperation refers to collaboration between the agricultural and social welfare sectors. The initiative is aimed at enabling people with disabilities to participate in society with confidence and a sense of purpose, by playing active roles in the agricultural sector.

There are high expectations that the enterprise will help resolve some social issues. By reducing agricultural labor shortages, maintaining and developing production areas, and creating opportunities and places for diverse people to thrive, the initiative will become a driving force that will create and support sustainable lifestyles and economies.

In March 2023, we signed a comprehensive cooperation agreement with the Agriculture-Welfare Cooperation Association, to promote collaboration between labor and agriculture. We will promote such joint efforts by expanding the sales channels for products produced collaboratively by such means as their unattended sale at post office counters.

## ノウ フク

Agriculture Welfare

### ノウ

(自然、農林水産業)

Nature, Agriculture, Forestry and Fisheries

### フク

(人、福祉)

People and Welfare

### Supporting inter-regional distribution logistics

In 2023, Japan Post launched a new delivery service to support inter-regional logistics, a crucial aspect of supply chain management, that impacts regional economies and the efficiency of national distribution networks.

This service meets regional needs for short-haul deliveries. They include distribution logistics for delivering locally produced agricultural products to local restaurants, as well as shopping support. It is an inexpensive, easy-to-use delivery service that makes use of the empty space in postal vehicles, mainly when they are delivering between post offices.

So far in 2025, this service has been used in nine regions (Please refer to page. 57). It connects local producers and consumers, thereby contributing to the revitalization of regional logistics as a local supply chain. It also plays an important role in connecting local governments, local companies, and residents, promoting business utilization within the region, and deepening ties with the community.

#### Service Overview



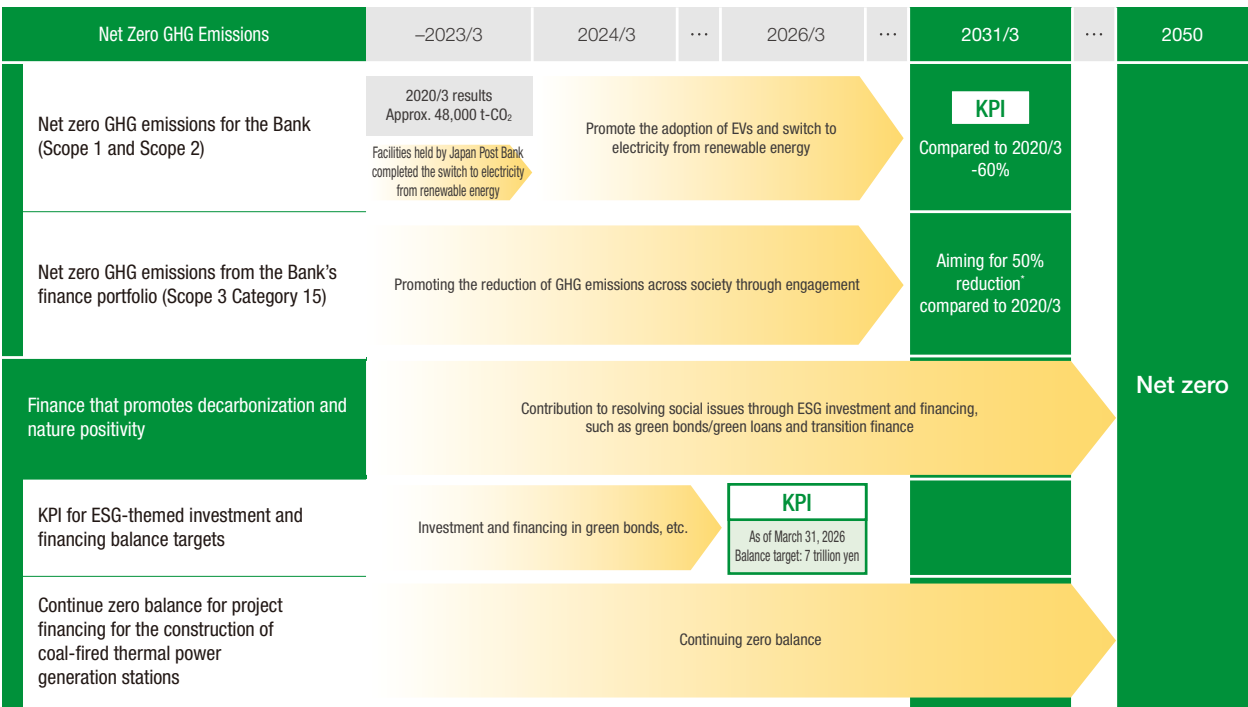


Sustainable Investment



Road map for decarbonization

Japan Post Bank announced the Japan Post Bank Net Zero GHG Emission Declaration in 2022 to build a carbon neutral and decarbonized society in Japan by 2050, published a road map for decarbonization in 2023, and is working to reduce GHG emissions and realize nature positive.



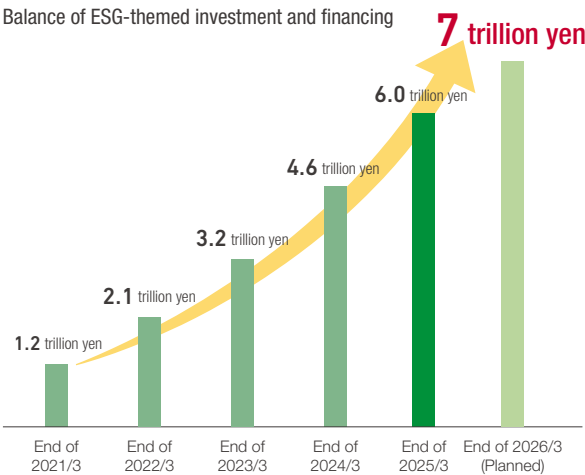
Note: Emissions per investment unit (¥100 million) (t-CO<sub>2</sub>/¥100 million)

ESG Investment and Financing

We are also investing in green bonds, etc., issued by companies in countries throughout the world. These funds are used for green projects that assist in resolving environmental problems, including global warming. In our current medium-term management plan (FY2021–FY2025), we have set the target to increase the balance of our ESG-themed investment and financing\* to ¥7 trillion by the fiscal year ending March 31, 2026.

Japan Post Bank has established the ESG Investment and Financing Policy, which stipulates the types of investment and financing to be actively promoted. In the fiscal year ended March 31, 2024, we reviewed the ESG Investment and Financing Policy, expanded the prohibited targets for specific sectors, and advanced efforts to appropriately respond to environmental issues, such as climate change and biodiversity, and social issues such as human rights violations.

While enhancing returns on assets under appropriate risk management, we will contribute to forming a sustainable society through investment in green bonds, etc.



\* ESG bonds (green bonds, social bonds, sustainability bonds, transition bonds, etc.), loans to the renewable energy sector, and regional revitalization funds, etc.



Sustainable investment

Japan Post Insurance aims to fulfill its social responsibility to all stakeholders, while striving to help realize a sustainable society and improving long-term investment performance.

This we are doing as a universal owner, managing a wide range of assets over the long term, as well as to reflect our management philosophy, which states, "Be a trustful partner for people, always being close at hand and endeavoring to protect their well-being."

Based on the importance of insurance premiums entrusted to us by our customers, we consider sustainability (including ESG factors) over the medium to long term to be important for all assets under management. We also consider key focus areas to include improving well-being, contributing to regional and social development, and contributing to environmental protection, while promoting investment and financing that embody the warmth that is unique to Japan Post Insurance.

Taking on the challenge of the next stage of sustainable investing

Impact-oriented investments and loans



In addition to securing financial returns, we aim to conduct and expand impact-oriented investment and financing that contributes to resolving social issues. We are promoting impact-oriented investment and financing that reflect the priority themes based on the Impact K Project, which is Japan Post Insurance's unique impact investment framework launched in 2022.

Medium-term Management Plan KPI (by Mar. 2026)	Number of projects	Amount
Impact K Project Certification Fund <sup>1</sup>	15	¥50 billion

<sup>1</sup> Cumulative number of projects since the start of certification in FY2022 and the amount invested by Japan Post Insurance. (The amount of investment or commitment is recorded according to the form of the fund.)

Industry-academia cooperation through asset management

We signed memorandums of understanding with four educational institutions in FY2025. This we did to promote alliances and collaboration with academia, aimed at investing in innovative technological developments and business ventures.

In addition to launching impact funds, we are working to create diverse points of contact through various activities, including the conducting of lectures and promotion of interactions between employees and students. In this way we aim to form co-creative, industry-academia partnerships that will enable us to move forward together into the future.



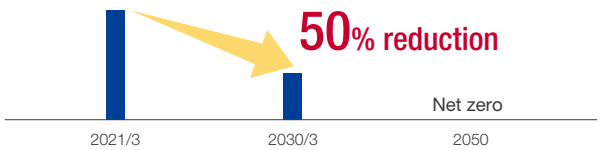
Initiatives in response to sustainability issues as an institutional investor

Climate change

GHG emission reduction targets for investment portfolio<sup>1</sup>

With regard to the GHG emissions in our investment portfolio, while aiming for carbon neutrality in 2050, we set an interim goal of reducing GHG emissions by 50% by the fiscal year ending March 31, 2030 (compared to the fiscal year ended March 31, 2021 level).

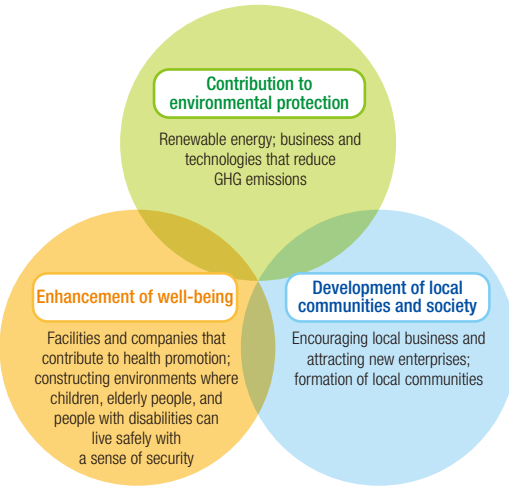
Goal for GHG emissions in our investment portfolio<sup>2</sup>



Notes:  
1. The targets noted above are based on current forecasts, and may need to be revised in line with future social trends or changes in the state of technological innovation.  
2. Total emissions of Scope 1 and Scope 2 from investee companies (domestic and foreign listed equities and credits including corporate loans) after calculating by the ratio of our holdings.

Other sustainability issues

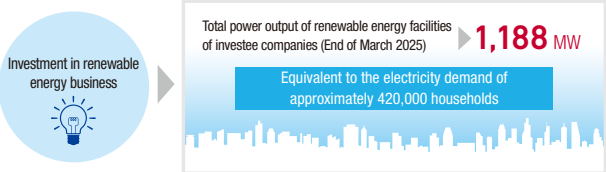
In engagement with investee companies, we promote initiatives that take into account natural capital, human rights, and human capital, as socially important sustainability issues, in addition to climate change.



Investment and financing that contributes to the realization of a decarbonized society

- Investments and loans to renewable energy projects such as solar power generation and wind power generation
- Investment in a private real estate fund that invests in sustainable-friendly residential properties for leasing

Example of outcomes created through investment and financing



Innovation, New Ecosystem Helping to Resolve Environmental and Social Issues

Activities that tackle environmental and social issues are difficult to make profitable, and often require the introduction of new technologies and business models, so in many cases there are problems in terms of sustainability.

The Japan Post Group aims to accelerate the social implementation of innovations that contribute to resolving environmental and social issues by leveraging the strengths of, and collaborating with, various stakeholders such as large companies, start-ups, universities, research institutions, national and local governments, NPOs, and NGOs.

Furthermore, by connecting these initiatives, we aim to build an ecosystem that creates new value.

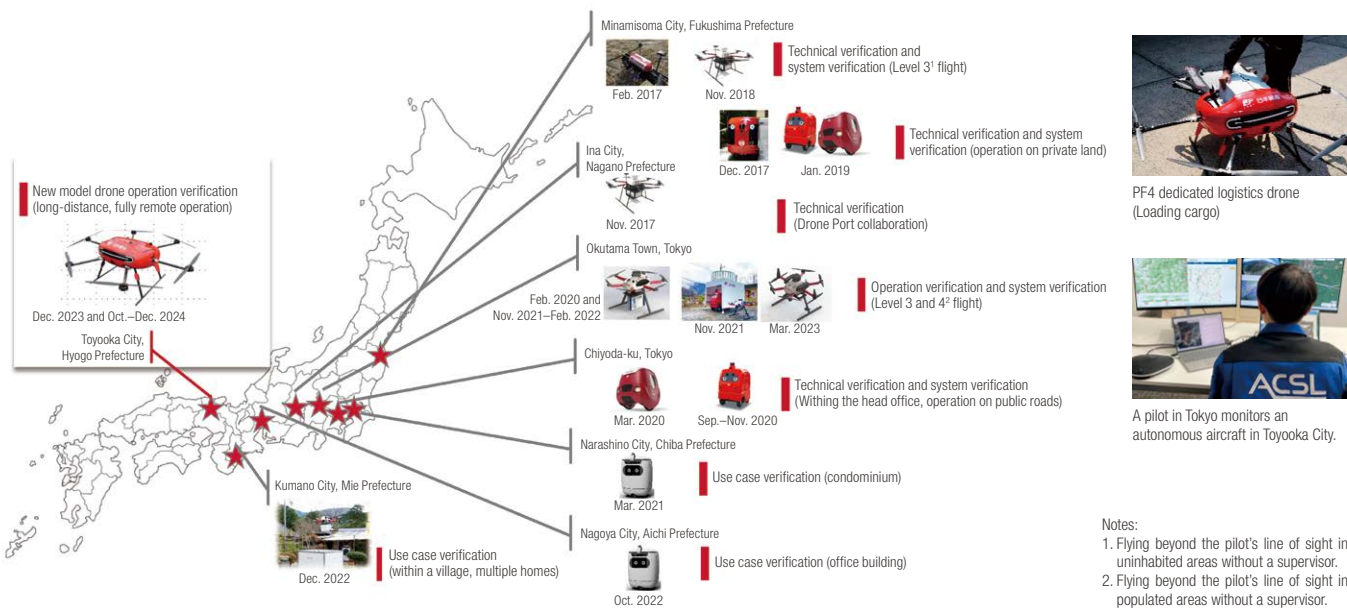


Streamlining logistics using next-generation mobility

As Japan's working-age population declines, we are taking steps to utilize next-generation mobility technologies. To continue providing stable and sustainable postal and logistics services, we are studying the use of drones, delivery robots, and self-driving cars.

In fiscal 2021, we partnered with ACSL Co., Ltd., a domestic drone manufacturer, and in March 2023 we accomplished Japan's first beyond visual line of sight (BVLOS) Level 4 flight in a populated area. Currently, we are conducting delivery trials and technical verification in the mountainous area of Toyooka City, Hyogo Prefecture, utilizing a dedicated logistics drone developed jointly with ACSL.

In addition to working with the Japanese government to establish legal systems and develop technologies, we will continue to aim for the safe and secure practical application of next-generation mobility, while increasing social acceptance among local post offices and residents through demonstrations and other activities.



Local Communities, Economies, and Response to Aging Society

We support the creation of livable communities, in which all residents can live their lives as they wish. With access to essential services, they are able to participate in the activities of their local communities and society. Meanwhile, various local activities serve to improve the multi-layered well-being of the community as a whole.

We seek to help create a society in which people can live free from major anxieties and inconvenience, both for themselves and for those around them, even as Japan's population continues to age. We are focusing on improving well-being in the areas of health, finances, and careers at each life stage.

Otagai Market rollout

The Otagai Market, which we launched in 2024, is a service that provides cost-effective shopping. It makes use of Japan Post's network in areas where the population is declining and aging. The service is expected to increase interaction among local residents.

To use the service, local residents order items online and travel to pick-up points to retrieve their orders. This not only reduces costs, but allows residents to do their shopping, an integral part of their lives, in the area.

Another benefit is that, since customers gather at pick-up points, those locations are likely to facilitate daily communication among users.

In fiscal 2024, besides Nara City, Nara Prefecture, where the service was launched, the service was introduced in Yamabe Town, Yamagata Prefecture. It has been well received there, since it allows customers to shop in their local communities. We plan to provide the service in other areas, to meet the needs of more communities and our customers. During fiscal 2025, we aim to provide the service in a total of six areas.



Enhancing collaboration with local governments

Japan Post has concluded comprehensive partnership agreements with 45 prefectures and 1,571 cities, towns, and villages (as of March 31, 2025).

Through these agreements, we are strengthening our ties to local governments, and are being entrusted with tasks such as the issuance of official certificates; My Number ID card electronic certificate-related services; and accepting My Number Card applications. In addition, delivery staff are being asked to conduct vacant house surveys to assess the overall number and condition of vacant properties. In Japan, such dwellings have become a significant issue, and the extent of the problem needs to be understood so that policies can be formulated to address it.

Japan Post will continue to make the most of its resources, beginning with the post office network it has cultivated over the years, in order to provide a range of services and contribute to the greater convenience of local residents.





## Collaboration with Mitsui & Co., Ltd.

In January 2025, Japan Post Bank established a ¥10 billion fund in collaboration with Mitsui & Co., Ltd. to support the growth of small and medium-sized enterprises. Through the management of this fund as well as joint investment initiatives, we are leveraging the trading company functions and domestic and international networks of the Mitsui Group, as well as our nationwide network. This we are doing to support the growth of local businesses from a medium- to long-term perspective and, as a company with close community ties, to contribute to the development of society and local economies.

## Asset-building support for an aging society

Japan Post Bank is expanding its lineup of investment trust products to better assist customers in long-term asset building using the NISA system. Our target for Nippon Individual Savings Account (NISA) arrangements is to reach 940,000 accounts by the end of fiscal 2025. However, by the end of fiscal 2024, we had already reached 820,000.

## Investment and financing help solve social issues

Japan Post Insurance has set enhancement of well-being, development of local communities and society, and contribution to environmental protection as key themes for its sustainable investments. In addition, to help build a better society, we are pursuing a new stage in sustainable investing through impact-oriented investments that contribute to solving social issues.

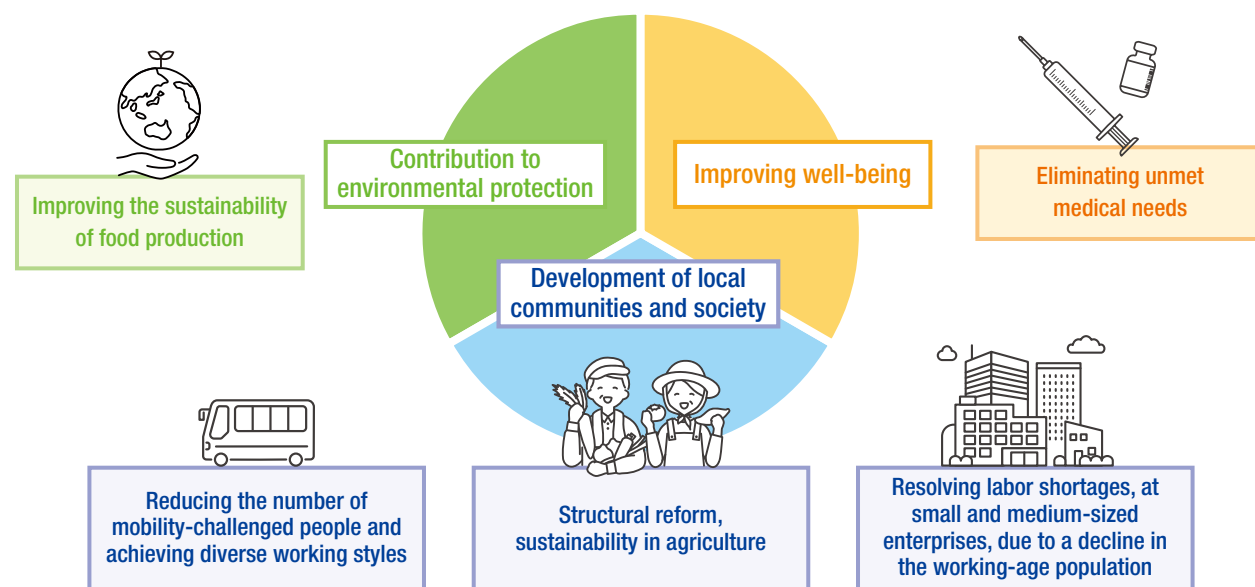
As an asset owner funded by the valuable insurance premiums provided by our customers, we have launched an impact investment framework called the Impact K Project. We plan to expand impact-oriented investment and financing.

This is an internal certification system that defines requirements and processes to ensure the quality and transparency of impact creation. It also selects highly effective investments that will lead to the future we aim to help achieve.

The requirements take into account international standards for impact investing, as well as Japan Post Insurance's management philosophy and its three key themes. To date, we have steadily built up a track record through a variety of investment projects, including domestic listed stock funds, private equity funds, and real estate funds.

Through the Impact K Project, we will continue to create positive impacts that provide approaches to solutions for various social issues.

Impact “K” Project



**Positive impact: approaches to solving social issues**

## Promoting health and revitalization of communities through Radio-Taiso anyone can do anytime, anywhere

Japan Post Insurance has set improving well-being and protecting people's contentment and health as one of its materialities (priority issues). One of its main initiatives in this regard is the promotion of Radio-Taiso.

We work with local governments to revitalize communities through the Festival of 10 Million Participants' Radio-Taiso, Japan's largest Radio-Taiso event, and Roaming Radio-Taiso Event. The habit of listening to and following calisthenics on the radio is deeply embedded in Japanese culture. It is often seen as a way to promote health, community, and a sense of national unity. People of all ages participate, from schoolchildren to the elderly, and the practice is even incorporated into workplace routines. We also distribute Radio-Taiso Attendance Cards, and hold a National Elementary School Radio-Taiso Competition.



The 63rd Festival of 10 Million Participants' Radio-Taiso

Goal **25%** participation rate in Radio-Taiso  
(Result for fiscal 2024: **23.8%**)\*

\* Radio-Taiso participation rate, according to an online survey (of 2,400 men and women aged 20 to 69) regularly conducted by Japan Post Insurance, is the percentage of people who answered that they are familiar with Radio-Taiso and who participate in Radio-Taiso at least once a year.

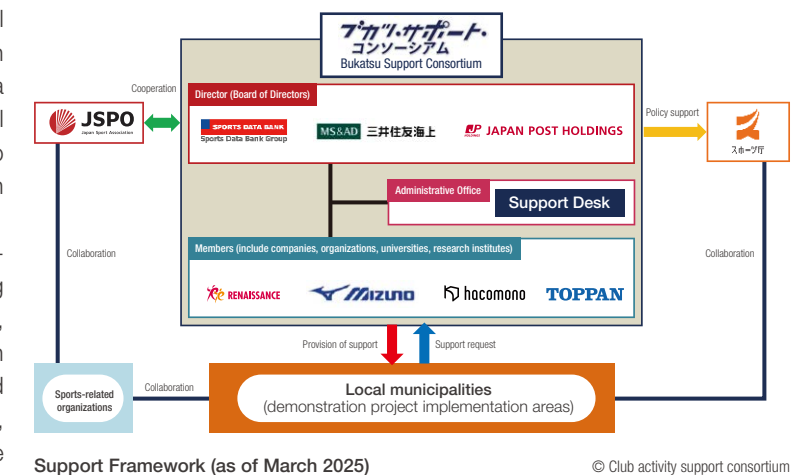
## Solving social issues through sports

To help resolve social issues related to school club activities across the country, the Japan Post Group is working to establish a cooperative system for the regional collaboration and development of club activities, an effort spearheaded by the Japan Sports Agency.

In April 2024, we launched the JSPO-accredited sports coaching leader training course (Special Sponsor: Japan Post Co., Ltd.). It was jointly developed with the Japan Sport Association, a public interest incorporated foundation that, as a non-profit organization, carries out projects that benefit the public. We provided course fee subsidies to Japan Post Group employees taking the course, and approximately 400 of our employees have already obtained the certification.

In September 2024, Japan Post joined two other companies to establish Bukatsu Support Consortium to support school club activities. We plan to join forces with numerous companies and organizations, making the most of their respective areas of expertise, to support the local collaboration and development of school club activities.

Furthermore, at the 4th Sport in Life Awards ceremony, sponsored by the Japan Sports Agency, our Move Your Body! Japan! Project won the Grand Prize. We received rave reviews for our achievements and ripple effects in providing a wide range of exercise opportunities for everyone, from children to adults. This contributed to the health management of our Group companies, and created opportunities through numerous events.



The Fourth Sport in Life Awards

COLUMN

# New Year Card-related Donations Help Communities

Japan Post sells donation-included New Year's postcards, as well as New Year's stamps. The donations collected are used to support the activities of organizations working to solve community and social issues. In the fiscal 2024, approximately ¥160 million in donations was distributed to organizations throughout Japan.

The challenges the world faces change with the times, from infectious diseases and natural disasters to support for LGBTQ people and young care givers. But by supporting a variety of activities, we will continue to champion the post office as a part of local communities that leaves no one behind.



2025 New Year's postcards



Social welfare service corporation Okutsu Kosaien facility, Okayama Prefecture

### Other support activities

- Collecting weather and atmospheric data to continue research activities
- Expanding the seedling greenhouse at the employment support facility
- Selling high-quality flower seedlings to support users' independence

Social contribution project through  
New Year Card-related donations  
(in Japanese only)

## Access to Services

The Japan Post Group aims to make well-being readily accessible to all by providing a variety of services and basic guarantees to a cross section of the public.

### Available anytime, anywhere! The Post Office app

The Japan Post Office app, which we launched in October 2023, is steadily evolving as a tool that allows customers to use post office services anytime, anywhere.

In fiscal 2024, we added various new features, including the ability to make reservations for financial consultations at post offices, the ability to apply for e-relocation, and integration with the Japan Post Insurance site My Page. In addition, the Post Office Visit Points, linked to Yu Yu Point, that were launched in November 2024, now can be easily accessed through the app.

Consequently, as of March 31, 2025, the app had reached a download figure of some 5.4 million. In the future, we intend to provide even more valuable customer experience by working closely with Group companies' apps and services.

### Transforming the retail business

#### Simple and easy. Expanding Yucho Bankbook App.

Japan Post Bank leverages its customer base of 120 million accounts and network of 23,494 post offices to provide friendly and courteous guidance and support regarding the Yucho Bankbook App to customers of all ages who visit its counters.

Our initial target for the number of registered accounts for the app, which is a KPI in our medium-term management plan, was 10 million accounts by the end of fiscal 2025. But we reached that target two years ahead of schedule and, as of March 31, 2025, more than 13 million accounts were being used by our customers. In light of this, we have revised our target number for registered accounts for the end of the fiscal 2025, to 16 million.

In addition, for customers who are unfamiliar with using banking services on smartphones, we provide an instruction manual, the *Getting Started Guide*, and provide guidance at our counters as needed.



#### Asset-building support business strategy

Due to such changes in the business environment, such as growing digitalization in society, and the launch of the new Nippon (Japan) Individual Savings Account (NISA) system—we are shifting the focus of our sales from face-to-face channels to collaborative digital/remote channels that are linked to brick-and-mortar counter channels.

In face-to-face channels, consultants provide detailed support, and post offices nationwide will be connected remotely with financial contact centers and other such resources. That will enable us to accept applications for investment trusts (NISA) at approximately 20,000 locations close to our customers. This will enable us to build a sales configuration that fully leverages the strengths of the Japan Post Group, combining both the physical and digital worlds.

#### Digital channel support for individual JGB accounts

In response to the growing digitalization of society and the diversifying needs of our customers, in May 2025 we launched a service that allows individuals to open Japanese government bond accounts, purchase JGBs, and check balances, among other services, using the Yucho Bankbook App and Yucho Direct, thereby expanding our digital services to make them more readily available to all of our customers.

#### Upgrading our lineup of investment trust products

We recognize that many customers who use Japan Post Bank and post office counters are new to investing, and we therefore offer a lineup of simple and easy-to-understand products, and provide complete explanations to all customers concerning the basics of investing, such as about long-term, diversification, and regular savings.

At the same time, our digital channels offer a diverse lineup of products to meet the needs of customers with a degree of investment experience and knowledge. We plan to continue reviewing our lineup from time to time, to meet the needs of even more customers.



Environment

The Japan Post Group is helping conserve the global environment with a view to a sustainable future. To this end, it is playing its part in the reduction of greenhouse gas emissions, at the same time working to mitigate the effects of climate change and helping realize a resource-recycling society, even as it assists in the maintenance and restoration of biodiversity.

TCFD-driven information disclosure

The Japan Post Group recognizes its response to climate change as one of its management-related material issues. Accordingly, in April 2019, we endorsed Task Force on Climate-Related Financial Disclosure (TCFD) recommendations.

Based on these, we have deepened our analysis of the impact of climate change on Group business, and are promoting the disclosure of this information.



TNFD-driven information disclosure

The Group has identified the environment as one of its material issues pertaining to sustainability, and recognizes that Group business activities are made possible only through the benefits of ecosystems. We promote management that considers our relationship with Nature and the conservation of biodiversity, and as part of these efforts, we disclose Nature-related information.

Group companies Japan Post Bank and Japan Post Insurance now are participating in the TNFD Forum. In FY2024 Japan Post Holdings and Japan Post also used the LEAP approach in line with TNFD recommendations. This they are using to analyze and evaluate the dependence on, and impact of, their main business activities on Nature. Meanwhile, the Group as a whole will continue to enhance its disclosure of Nature-related information.

Governance	<ul style="list-style-type: none"><li>Basic Sustainability Policy It states that the Group will strive to adapt the way it conducts business in order to mitigate the effects of climate change, while proactively promoting business and environmental conservation activities aimed at reducing its impact on the global environment. In the Group's Medium-term Management Plan, JP Vision 2025+, announced in May 2024, we set the reduction of greenhouse gas emissions as one of our main targets for achieving carbon neutrality, and are promoting measures to address climate change as part of our management strategy. That management plan has been approved by the Management Meeting and Board of Directors resolution</li><li>Responses to climate change and Nature-related issues They are supervised by the Board of Directors, the highest officer of which is the Group CEO (Representative Executive Officer, President &amp; CEO of Japan Post Holdings), while membership comprises Group company CEOs</li></ul> <p>Board supervision of climate change, Nature-related responses</p> <ul style="list-style-type: none"><li>At the Sustainability Committee, established as an advisory body to the Management Meeting (the chairperson is the executive officer in charge of the Sustainability Management Department, and the committee meets about four times a year), committee members deliberate on the progress of the Group's climate change and Nature-related risk and opportunity identification, response policies, targets, and initiatives</li><li>The deliberations of the Sustainability Committee are reported to the Management Meeting and the Board of Directors, and approved by the Board of Directors</li></ul>	
	<ul style="list-style-type: none"><li>The Japan Post Group has set the reduction of GHG emissions to achieve carbon neutrality as one of its main goals in its current management plan, and is promoting climate change responses as part of its management strategy</li><li>The Group has conducted a scenario analysis to identify climate change risks and opportunities related to the Group's main business, and to help it understand their impact on the business portfolio</li><li>In FY2024, Japan Post Holdings and Japan Post conducted analyses of the dependence and impacts on Nature of the main business activities, based on the trial use of the LEAP approach<sup>*</sup></li></ul> <p><sup>*</sup> LEAP (locate, evaluate, assess, prepare) refers to TNFD's methodology for identifying corporate Nature-related risks and opportunities, involving a four-phase approach with 16 steps.</p>	
Strategy	<p><b>TCFD</b> Climate risks, opportunities; business scenarios</p> <ul style="list-style-type: none"><li>The results of the Group's climate change-related risks and opportunities, and scenario analyses we have conducted indicate the need to further explore specific measures to address identified climate change risks and opportunities, while also analyzing their quantitative impact on our business portfolio</li></ul> <p>📄 Postal and Domestic Logistics Business and Post Office Business <a href="https://www.japanpost.jp/en/sustainability/environment/environmental-management/post-scenario.html">https://www.japanpost.jp/en/sustainability/environment/environmental-management/post-scenario.html</a></p> <p>📄 Banking Business <a href="https://www.jp-bank.japanpost.jp/en/sustainability/environment/climate/tcfd/">https://www.jp-bank.japanpost.jp/en/sustainability/environment/climate/tcfd/</a></p> <p>📄 Life Insurance Business <a href="https://www.jp-life.japanpost.jp/english/aboutus/sustainability/environment/tcfd.html">https://www.jp-life.japanpost.jp/english/aboutus/sustainability/environment/tcfd.html</a></p> <p>📄 Real Estate Business <a href="https://www.japanpost.jp/en/sustainability/environment/environmental-management/real-estate-scenario.html">https://www.japanpost.jp/en/sustainability/environment/environmental-management/real-estate-scenario.html</a></p> <p>📄 International Logistics Business<sup>*</sup> <a href="https://cms.tollgroup.com/sites/default/files/2024-12/Toll-Sustainability-Report-2024.pdf">https://cms.tollgroup.com/sites/default/files/2024-12/Toll-Sustainability-Report-2024.pdf</a></p> <p><sup>*</sup> Please refer to P. 17: Climate Change Risks and Opportunities in the Toll Holdings Sustainability Report 2024.</p>	<p><b>TNFD</b> Results of LEAP Analysis of Main Business Areas</p> <ul style="list-style-type: none"><li>The following is the summary of results of the LEAP approach applied to the assessment of Japan Post. Going forward, the Group will further examine possible specific steps to take in consideration of the identified Nature-related risks and opportunities and move forward with relevant activities.</li></ul> <p>📄 Postal and Domestic Logistics Business, Post Office Business, International Logistics Business, and Real Estate Business <a href="https://www.japanpost.jp/sustainability/environment/leapapproach.html">https://www.japanpost.jp/sustainability/environment/leapapproach.html</a> (in Japanese only)</p>
Risk and impact management	<ul style="list-style-type: none"><li>The Group's material sustainability issues are discussed by the Sustainability Committee and the Japan Post Group Sustainability Liaison Conference, with results being reported to the Management Meeting and the Board of Directors</li><li>When examining material issues related to sustainability risks, we consider risk and opportunity identification, evaluation, and management methods, after which the Sustainability Promotion Department and other relevant departments work together to implement appropriate responses</li><li>During the review of material issues conducted in FY2022, environmental issues—including climate change—were considered to be among the most important, while major risks associated with the issues were deliberated by the Sustainability Committee and the Japan Post Group Sustainability Liaison Conference, before being reported to the Management Meeting and Board of Directors</li></ul>	
Indicator and targets	<p><b>TCFD</b></p> <ul style="list-style-type: none"><li>The strategy under the Group's medium-term management plan includes: the long-term target of achieving carbon neutrality by 2050; the reduction of CO<sub>2</sub> emissions by 46% (compared with the FY2019 figure) in FY2030 based on a 1.5°C scenario; and the promotion of overall adequate responses to climate change</li></ul> <p>📄 Japan Post Group greenhouse gas reduction targets <a href="https://www.japanpost.jp/en/sustainability/environment/environmental-management/climate-change.html#ghgchallenge">https://www.japanpost.jp/en/sustainability/environment/environmental-management/climate-change.html#ghgchallenge</a></p> <ul style="list-style-type: none"><li>Japan Post Group Scope 1, 2, and 3 emissions</li></ul> <p>📄 ESG Data <a href="https://www.japanpost.jp/en/sustainability/library/data/">https://www.japanpost.jp/en/sustainability/library/data/</a></p>	<p><b>TNFD</b></p> <ul style="list-style-type: none"><li>In line with strategies and risk management processes, the Group will consider introducing indicators and targets to assess and manage material Nature-related risks, opportunities, dependencies, and impacts</li></ul>

Climate-related impact analysis and response policies in the Postal and Domestic Logistics Business and the Post Office Business

Scenario Analysis

Classification		Expected occurrence period <sup>1</sup>	Financial impact <sup>2</sup>	Details
Physical Risks	Acute	Short Term	Small to Large	· Increase in restoration and operating costs in the event of damage to post office buildings due to river flooding or high tides · Hindrance to the provision of universal services and decline in sales in cases where the business cannot continue due to damage to post office buildings or disruption of roads
	Chronic	Short Term	Small to Medium	· Reduced productivity of employees engaged in outdoor work due to the increased number of days on which the temperature exceeds 30°C (hot summer days) or 35°C (extremely hot days)
Transition Risks	Policy Regulation	Medium to Long Term	Small to Medium	· Increased operating costs due to the imposition of a carbon tax based on the amount of fossil fuel used and changes in the energy mix
	Reputation	Short to Medium Term	Small to Large	· Divestment from shareholders and investors when Japan Post is seen as reluctant to respond to climate change · Loss of customers/decrease in sales when society judges that Japan Post's consideration of the environment is inadequate
Opportunities				· Increased sales by responding to customer needs such as developing and providing environmentally friendly delivery services and products · Control of cost increases when a carbon tax is introduced by renovating facilities and equipment, introducing and expanding EVs, etc.

Notes:  
1. Expected occurrence period: Classified as short term (to approx. 1 year), medium term (to approx. 3 years), and long term (more than 3 years).  
2. Financial impact: At present, we have classified risks into large (more than 10 billion yen), medium (more than 1 billion yen, less than 10 billion yen), and small (less than 1 billion yen), but we will continue to analyze the quantitative impacts in the future.

Future Response Policies

Category		Response Policy	
Physical risks	Visualize the risks of torrential rains and floods and bolster resilience toward such risks	• Short-term initiatives	· Visualize risks for each facility · Formulate business continuity plan (BCP) measures for facilities with a high risk of disaster damage, shorten the recovery time after a disaster and establish alternative functions, establish measures to secure the safety of employees, etc.
		• Medium- to long-term initiatives	· Rebuild the logistics network, consolidate or relocate logistics facilities, etc. · Relocate bases to avoid and mitigate the risk of damage from disasters and utilize hazard maps when building new bases, etc.
	Maintaining the productivity of outdoor work	• Short-term initiatives • Medium- to long-term initiatives	· Formulate plans for adopting mitigation measures assuming the existing operations · Deliberate mitigation measures based on a re-examination of services and methods of offering services
Transition risks	Strengthen the decarbonization of facilities and vehicles	• Reduce GHG emissions through the adoption of energy-saving technology and renewable energy • Materialize the plans for turning buildings including post offices into net zero energy buildings (ZEBs)	· The targets for switching to EVs are a cumulative total of 15,000 four-wheeled vehicles by the end of the fiscal year ending March 31, 2029, and 30,800 two-wheeled vehicles by the end of the fiscal year ending March 31, 2026 Four-wheeled EV introduction: 15,000 vehicles by the end of the fiscal year ending March 31, 2029 (cumulative total) Two-wheeled EV introduction: 30,800 vehicles by the end of the fiscal year ending March 31, 2026 (cumulative total)* · Formulate plans to further expand EV adoption (including Scope 3)
		• Switch vehicles used for post and parcel deliveries to EVs	
		• Make essential transportation carbon neutral	
Opportunities	Create earnings opportunities that look toward a decarbonized society	• Build a system for gathering customer needs relating to environmental quality through sales activities and sharing such needs within Japan Post • Develop and expand products and services that are high in environmental quality that capture customer needs • Build a system in which the sales staff understand and can explain to the owner of the goods the problems including climate change risk and the company's initiatives	
Management	Decarbonized management	• Monitor GHG emissions of each product and service • Adapt Internal Carbon Pricing (ICP)	

<sup>\*</sup> The target for the fiscal year ending March 31, 2026, was revised to 30,800, which includes three-wheeled EVs.

LEAP approach based on the TNFD recommendations

Category	Risks and Opportunities in Light of Dependencies and Impacts on Ecosystem Services		Qualitative Business Impact Assessment	
	Major Risks	Major Opportunities	Impact	Estimated Duration of Occurrence <sup>*</sup>
Biodiversity	Procurement of stamps and postcards		Large	Short to long term
	Revenue decrease due to reduced use of postal services as a paper-based communication method, considering impacts on forest resources.	Reputation enhancement by disclosing that the paper for postcards and other postal products is procured from sustainably managed forests.		
	Waste at post offices		Large	Short to long term
	Reputation decline due to excessive waste at post offices.	Reputation enhancement through strengthened proper waste disposal and recycling efforts. Cost reduction through waste reduction.		
	Post office construction		Middle	Medium to long term
	Increased compliance costs due to stricter regulations and standards on development to minimize ecological impacts.	Reputation enhancement through early response to rising concerns over natural capital and ecosystems, and to demand for eco-friendly buildings, by using environmentally friendly materials and constructing energy-efficient post offices.		
	Product sales Shortages of quality products for sale due to factors such as a decrease in agricultural and fishery production resulting from deteriorated ecosystems.	Reputation enhancement and creation of business opportunities through incorporating biodiversity into sales strategy and expanding the handling of environmentally friendly and ethical products.	Middle	Short to long term
Trade-Offs	Procurement of renewable energy		Small	Long term
	Reputation decline due to negative ecological impacts from land use by renewable energy suppliers.	Reputation enhancement through renewable energy procurement considerate of both decarbonization and natural capital.		

<sup>\*</sup> Short term: up to about 1 year, medium term: up to about 3 years, and long term: 3 years or longer.

Major countermeasures promoted by the Group

- Reduction in the use of paper, plastic, and metal; waste reduction; promotion of recycling
- Devising procurement and environment-related regulations and producing manuals
- Selling of merchandise that contributes to the restoration of the natural environment

Impact analysis and response policies of Other Businesses

Banking		Life Insurance Services	
	Japan Post Bank's Response to the TNFD Recommendations		Japan Post Insurance's Response to the TNFD Recommendations

GHG emission reduction

The intermediate targets the Group has set for its medium-term management plan include the achievement of carbon neutrality by 2050, and the reduction of GHG emissions by 46% (compared with FY2019 figures) by FY2030.

Since over 90% of the Group's greenhouse gas emissions come from Japan Post and its logistics subsidiaries, we are working on reducing emissions from transportation and delivery vehicles, as well as from electricity used at post offices.

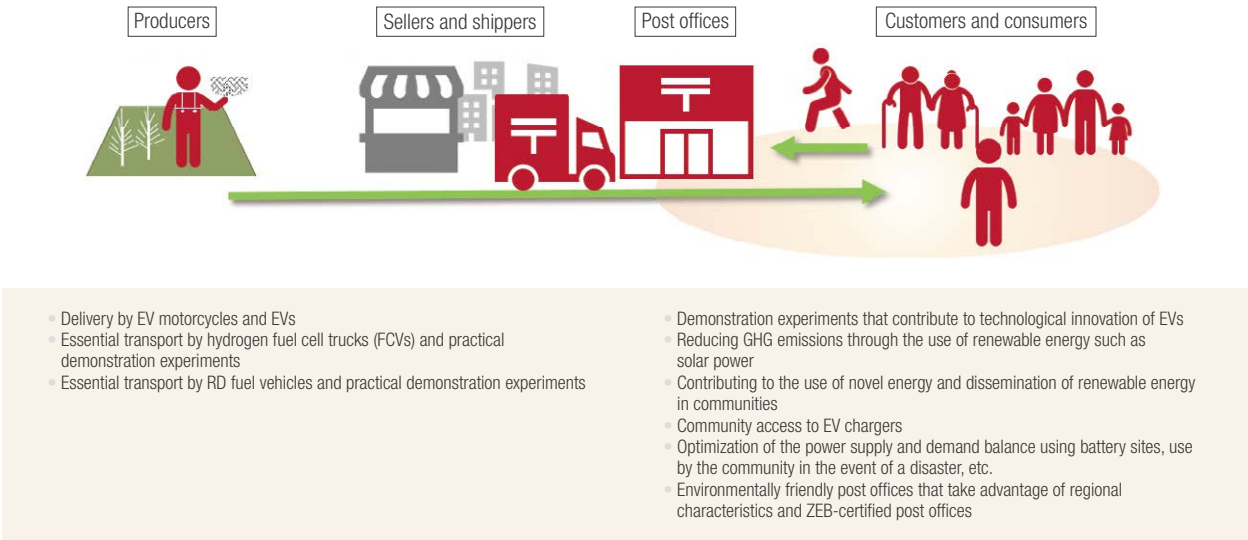
The Group also aims to attain carbon neutrality at its post offices, which are taking on the role of community hubs, while it seeks to cut emissions across the entire supply chain.

Efforts to Reduce GHG Emissions at Japan Post

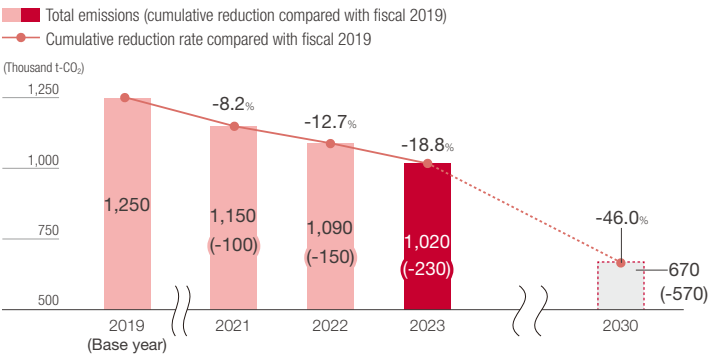
Reduction Measures	Matters to Be Addressed	Specific Initiatives	
1. Electrification and elimination of fossil fuels	• Introduction of EVs / hydrogen fuel cell trucks (FCVs) / renewable diesel (RD) fuel vehicles	• EV small vehicles 8,020 total • EV motorcycles 23,798 total • RD fuel vehicles 1 total • Hydrogen fuel cell trucks (FCVs) 5 total	• 17 +Eco Post Offices opened <sup>1</sup> • Use of renewable energy (Air conditioning using woody biomass fuel and underground heat)
2. Energy efficiency	• Energy management, net zero energy buildings (ZEBs)	• Post office with LED lighting 18,007 total <sup>2</sup> • ZEB post office Naha Higashi Post Office opened in November 2024 • A total of 1,275 post offices upgraded to high-efficiency air conditioning <sup>3</sup>	• Utilization of cross-laminated timber (CLT)
3. Novel energy	• Introduction of power purchase agreement (PPA), photovoltaic (PV), and batteries	• Strategic cooperation with electric power companies, etc. • Solar power generation facilities Introduced at 90 post offices nationwide • Introduction of power storage equipment Tempaku Post Office, Okayama Post Office starts operating in FY2024	
4. Development and renewal of products and services	• Visualization of GHG emissions • Optimizing delivery time slot designations	• Start developing a tool to visualize GHG emissions • Reduce re-deliveries through package drop-off • Re-delivery times optimized to six slots starting in October 2024	

• Optimizing delivery time slot designations

Notes:  
1. Three post offices in FY2024.  
2. Includes 1,074 post offices constructed between FY2014 and FY2020.  
3. Includes 950 post offices constructed between FY2014 and FY2020.



Greenhouse Gas Emissions (Scopes 1 and 2) and Targets



Notes:  
1. The Group's greenhouse gas emissions targets apply to Japan Post, Japan Post Bank, Japan Post Insurance, Japan Post Transport, Toll Holdings, JP LOGISTICS GROUP Co., Ltd. (including JP LOGISTICS Co., Ltd.), and Japan Post Real Estate Co., Ltd.  
2. Japan Post Holdings and Japan Post greenhouse gas emissions for fiscal 2023 are disclosed with reasonable assurance.  
3. Excludes greenhouse gas emissions from the accommodations business and Toll global express business.  
4. We plan to disclose fiscal 2024 performance on our website. <https://www.japanpost.jp/en/sustainability/library/data/#emissions>

Scope 3 Performance by Category



Effective use of renewable energy

Renewable energy supply and demand, especially solar power, can fluctuate depending on the season, weather, and time of day. This is an issue to be considered by post offices introducing renewable energy, as well as by society as a whole.

The Japan Post solution to date is to store solar energy generated during the day in batteries and to discharge it when demand peaks at night. The Company aims to improve utilization efficiency and to help stabilize regional power supply and demand.

In FY2024, we introduced power optimization services using large-scale batteries at Okayama Post Office (Okayama Prefecture), while promoting the introduction of renewable energy at post offices nationwide.

Main Achievements in FY2024

- Introduced PPA services and storage batteries at the Tempaku Post Office (Nagoya City)
- Installed EV rapid charger devices at the Kojima Post Office (Kurashiki City)
- Converted an additional 72 post offices to use of renewable energy



Reducing greenhouse gas throughout the supply chain

In April 2024, Japan Post and its major consolidated subsidiaries submitted a letter of commitment with the aim of obtaining certification for its Science-based Targets initiative.\* The greenhouse gas (GHG) emission reduction targets are based on the Paris Agreement.

Seizing on this declaration as an opportunity, we will work to reduce the GHG emissions of Japan Post and its subsidiaries (Scopes 1 and 2), as well as the GHG emitted throughout the entire Group supply chain (Scope 3).

\* The GHG emission reduction target for companies is in line with the level required by the Paris Agreement. Targets are certified by the Science-based Targets initiative, which is a joint initiative of the WWF, CDP, World Resources Institute (WRI), and United Nations Global Compact.

Making essential transportation carbon neutral

As motorcycles and small cars are replaced by EVs, we also expect technological innovations that will decarbonize medium- and large-sized vehicles. Japan Post and its subsidiary, Japan Post Transport, are working to decarbonize medium-sized and large vehicles responsible for essential transportation by such means as the Green Innovation Fund Project.

In this way, we will contribute to the Group-wide reduction of GHG emissions as well as to that in our supply chain, thereby helping to realize a society with a low environmental impact.

Introducing renewable diesel, hydrogen fuel cell trucks

Japan Post Transport has been conducting demonstration tests of renewable diesel fuel at Kanagawa Nishi Post Office since May 2023, confirming operational issues during actual use between post offices. The fuel used is biodiesel made from waste vegetable oil and other materials, with virtually zero CO<sub>2</sub> emissions (carbon neutral).

Since November 2023, we have been transporting mail and parcels using hydrogen fuel cell trucks, with five small (three-ton) vehicles currently operating between post offices in Tokyo. We plan to introduce four large (10-ton) vehicles from fiscal 2025 onwards.





## Eco Post Offices leverage regional characteristics

Japan Post has established eco-friendly +Eco Post Offices that use renewable energy such as solar power generation facilities and cross-laminated timber.\* It is working not only to reduce its GHG emissions, but also to promote carbon neutrality in communities. By March 2025, we had opened 17 +Eco Post Offices nationwide.

\* Cross-laminated timber (CLT): Thick panels with long, plate-like wood interlocked vertically and horizontally. It has excellent strength and thermal insulation, and reduces CO<sub>2</sub> compared to concrete and steel.



Maruyama Post Office (Chiba Prefecture)



Toma Post Office (Hokkaido)



Kamiongamachi Post Office (Tokyo)

## First ZEB-certified post office

Naha Higashi Post Office opened in November 2024 as the first net zero energy building (ZEB) erected by the Japan Post Group. In addition to its greater energy efficiency, the facility generates solar power, which it can store in batteries, making it an energy-independent post office. Since it also serves as a regional hub, it is helping contribute to local communities.

### CO<sub>2</sub> emissions reduction and biodiversity

Naha Higashi Post Office proactively incorporated locally sourced materials, such as weathered coral and distinctive Okinawan flower blocks, which are carved into a floral pattern, into the building's design, reducing CO<sub>2</sub> emissions from transportation during construction.

As the nation's first ZEB-certified post office, it received the second-highest rank of Nearly ZEB for having achieved energy savings of approximately 68% and for energy generation of approximately 13%, resulting in a combined reduction in primary energy of approximately 81%.

This environment-friendly post office reduced waste by using building materials made from recycled postcards, and promotes biodiversity through a landscaping design that incorporates local vegetation.

### ZEB-enhanced resilience

The Naha Higashi Post Office will provide part of its building for use by local residents as a temporary refuge in the event of a disaster. With its solar power generation equipment and storage battery, the building has air conditioning, lighting, and charging outlets that can be used for a certain period of time even if the local power supply is interrupted. Naha Higashi aims to be viewed as a resilience-enhanced ZEB, providing the local community with peace of mind, even in emergencies.

### Creating post offices with local residents

Naha Higashi Post Office held a workshop where local children applied a weathered coral wall material to post office walls. The event increased the interaction between postal employees and local residents, while providing children with a valuable opportunity to learn about sustainability through a fun, hands-on activity.



## Our relationship with Nature

The conservation of biodiversity, together with climate change, are global issues. The Group recognizes that its business activities can only be conducted based on the benefits of ecosystems, and so is promoting management that considers our relationship with Nature, including the conservation of biodiversity.

### Sustainable use of natural capital

#### Use of FSC® certified paper for all postcards

Starting with New Year's postcards issued in November 2021, Japan Post has been progressively promoting the use of paper that has received international FSC® Certification (FSC® N003846). The certification is designed to promote appropriate forest management. In fiscal 2023, all post office postcards were manufactured using FSC® certified paper.

The FSC® system protects rich forested natural environments and reduces adverse impacts on the environment. At the same time, it certifies that products are properly managed; manufactured and distributed in accordance with responsible forest management, processing, and distribution standards; that the rights and safety of workers are protected; and that products help build good relationships with local communities.

The adoption of FSC®-certified paper promotes the conservation of the world's forests and biodiversity, as well as the sustainable use of forest resources. Through this initiative, we are striving to balance the maintenance and improvement of natural capital with the Japanese communication culture of postcards.



### Sustainable procurement of paper

Through a partnership signed with WWF Japan in 2022, Japan Post has provided support totaling ¥75 million. Over the three years from FY2022 to FY2024, the Group has been backing forest conservation projects undertaken by WWF Japan.

In addition, we recognize that the manufacture and use of paper products should not negatively impact natural environments and local communities around the world. If we are to ensure business continuity, it is important that the origins of paper products be traceable.

Thus, in cooperation with WWF Japan, in August 2023 we formulated the Guidelines on Procurement of Paper Products. As a result, we can promote the sustainable use of forest resources throughout our business activities, including in our supply chain.



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### PASSTO resource recycling service at post offices

#### Familiar circular economy collection base

This initiative uses post offices as collection points for unwanted clothing and other items, which are then delivered to ECOMMIT Co., Ltd., facilities for recycling and reuse.

PASSTO is a neologism combining the English-language words "pass" and "to," as in "pass to the next person" or "pass on to the future." In making local post offices—a familiar presence in people's lives—a touchpoint for consumer eco-activities and a gateway to resource circulation, we are hoping to build a circular economy.

The initiative, which began at the Shibuya Post Office (Tokyo) and Nagareyama Post Office (Chiba Prefecture), had expanded to 35 post offices as of March 2025.



Initiatives Relating to Human Capital

Seeking to put human capital management into practice in the Japan Post Group, we have formulated the Group Human Resources Policy as a basic direction to realize the human resources strategy linked to the management strategy.

Group Human Resources Policy (Policy for Human Resources Development and Policy for the Improvement of the Internal Environment)

The Japan Post Group aims to become a company where all employees can work with **pride and fulfillment**. To achieve this, we will work toward human resources development and the improvement of the internal environment based on the focal points of **mutually accepting** each other's differences, **enhancing** capabilities, and **demonstrating** strengths, to support the development and challenges of employees. By practicing this type of human capital management, we ensure the sustainable improvement of corporate value and contribute to the happiness of our customers and the development of the local communities.

Details

The positive stance and actions of our employees toward their work will contribute to customers, local communities, and society, and in this way, we will ensure the enhancement of corporate value in a broader sense. Thus, we will provide all employees, who are working behind the scenes\* for customers every day, a workplace where they can find pride and fulfillment and positively engage in their work

\* The credo of MAEJIMA Hisoka, the founder of the postal business: "Don't be afraid to be a behind-the-scenes supporter. Always have the desire to do good for others."

To make it possible for employees to find pride and fulfillment in their work, the Company will provide a workplace where employees can respect each other's differences, i.e., a foundation (mutually accepting each other's differences) and an environment that supports proactive efforts to enhance capabilities and motivation (enhancing capabilities and demonstrating strengths)

- To mutually accepting each other's differences, we will provide a workplace that encourages employees to maintain both a healthy mind and body, without harassment, to mutually respect and accept the diverse lifestyles and individual circumstances of each employee regardless of gender or age and fosters a sense of security
- To enhancing capabilities, we will provide opportunities for employees to acquire skills, knowledge, and technology so that they can adapt to the changes in services and ways of offering services brought on by the changing business environment, and so that they can proactively choose their work styles
- To demonstrating strengths, we will provide employees with opportunities to take on challenges while reinforcing the systems for evaluating such endeavors and establish an organization and culture that encourages employees to demonstrate their strengths and creativity and take on challenges for customers
- Through these initiatives, we will nurture human resources capable of mutually accepting each other's differences, enhancing capabilities, and demonstrating strengths

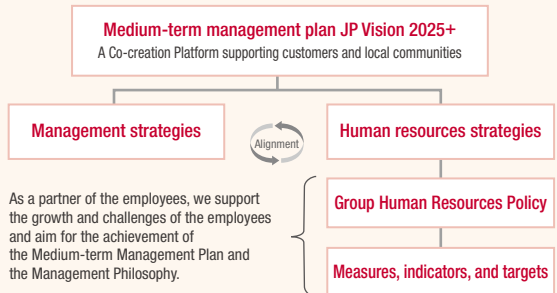
In recognition of the fact that the demonstration of the employees' capabilities and enhanced motivation will lead to the expansion of business, we are planning and implementing human resources measures and promoting the expansion of businesses together with our employees



Background of the Group Human Resources Policy

We sorted the narratives and concepts underlying the various human resources measures and included them in the Group Human Resources Policy. The policy determines the basic direction for the efforts required in achieving the management strategies and human resources strategies based on the Medium-term Management Plan. Through this policy, we will expand our contribution to customers, local communities, and society and ultimately to the improvement of corporate value. At the same time, we are addressing the social demands to disclose our initiatives relating to human capital that form our intangible assets.

The majority of our 400,000 employees who are on the front lines responding to customers make up the foundation of the Group's businesses. So, special emphasis was placed on those on the front lines. We place a premium on their mutual acceptance and the enhancement of their motivation and capabilities. We also recognize that the series of recent scandals have impacted the pride and fulfillment of those on the front lines and have lowered their motivation and engagement. We believe that restoring and improving them is essential for our business.



Improvement of Pride and Fulfillment, the Core of the Human Resources Policy

Our vision and human resources measures

We will achieve employee happiness and improved productivity by enhancing employees' pride and fulfillment (engagement).

To enhance their pride and fulfillment, we believe that providing an environment of mutually accepting each other's differences as a foundation, enhancing capabilities of individual employees, and individual employees demonstrating strengths are indispensable, and to this end, we will set specific measures, indicators, and targets and strive to achieve them as described below.

At the same time, we will periodically monitor to what extent the employees are finding pride and fulfillment, analyze and share the results with the employees, and identify any issues and formulate countermeasures.

Measures, indicators, and targets

Applicable Companies	Measures, Indicators, and Targets	FY2024 Results <sup>1</sup>
The Company and its operating subsidiaries <sup>2</sup>	<ul style="list-style-type: none"><li>Employee engagement (pride and fulfillment) score<sup>*</sup></li><li>At least the previous fiscal year's score</li><li>Share survey results with employees and carry out continuous improvement measures</li></ul>	3.39 pts

Notes:

1. Calculated using Group engagement survey results since FY2023.

2. Japan Post, Japan Post Bank, and Japan Post Insurance.

Focal Point (1) of the Human Resources Policy: Mutually Accepting Each Other's Differences

Approach

Achieve true diversity in which diverse perspectives and values are respected

We will aim to become an organization where diverse perspectives and values reflecting individual differences in experience, skills, and attributes are mutually accepted and respected, allowing each employee to play an active role with peace of mind and bringing about innovation.

Promote flexible and diverse work styles

By developing flexible work and leave systems under appropriate labor management and nurturing a culture where such systems are easily used, we will promote diverse work styles where employees can work comfortably, maintain their health, and maintain a balance between work and life events.

Our vision, measures, indicators, and targets

We will encourage a sense of security and the creation of innovation and enhance employees' pride and fulfillment by aiming for an environment where employees mutually accept and respect each other's differences and skills and diverse work styles, upon ensuring their health.

Applicable Companies	Measures, Indicators, and Targets	FY2024 Results
The Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Achieve Health Management KPIs (2025/3)</li><li>Rate of employees requiring medical attention 1 and 2:<sup>*</sup> 1% or less</li><li>Rate of no longer requiring Specified Health Guidance: 23% or more</li><li>Rate of childcare leave taken by both men and women: 100%</li><li>Average number of days of childcare leave taken by men: 1 month or more</li><li>Recognized cases of harassment: Less than the previous fiscal year</li><li>Employment rate for persons with disabilities: 3.0% (2026/3)</li></ul>	<ul style="list-style-type: none"><li>1.19%</li><li>21.0%</li><li>Women: 99.9% Men: 100.0%</li><li>Average 44.9 days</li><li>147</li><li>2.71% (June 2024)</li></ul>
Head offices of the Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Ratio of women in management positions at head office: 30% (2031/3)</li></ul>	<ul style="list-style-type: none"><li>18.0%</li></ul>

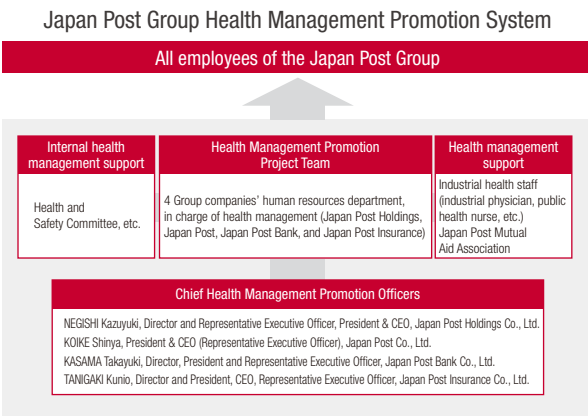
\* Persons requiring emergency or urgent medical attention.



Vision and human resources measures

Promoting health management

Recognizing that physical and mental health are major factors in making the most of employees' capabilities, we have devised a system whereby the Group promotes the management of employee health. Together with a strategy map, it forms part of the Japan Post Group Health Declaration. Currently, we are working on steps to promote health maintenance, prevent lifestyle-related diseases, and support mental healthcare.



Japan Post Group Declaration on Health

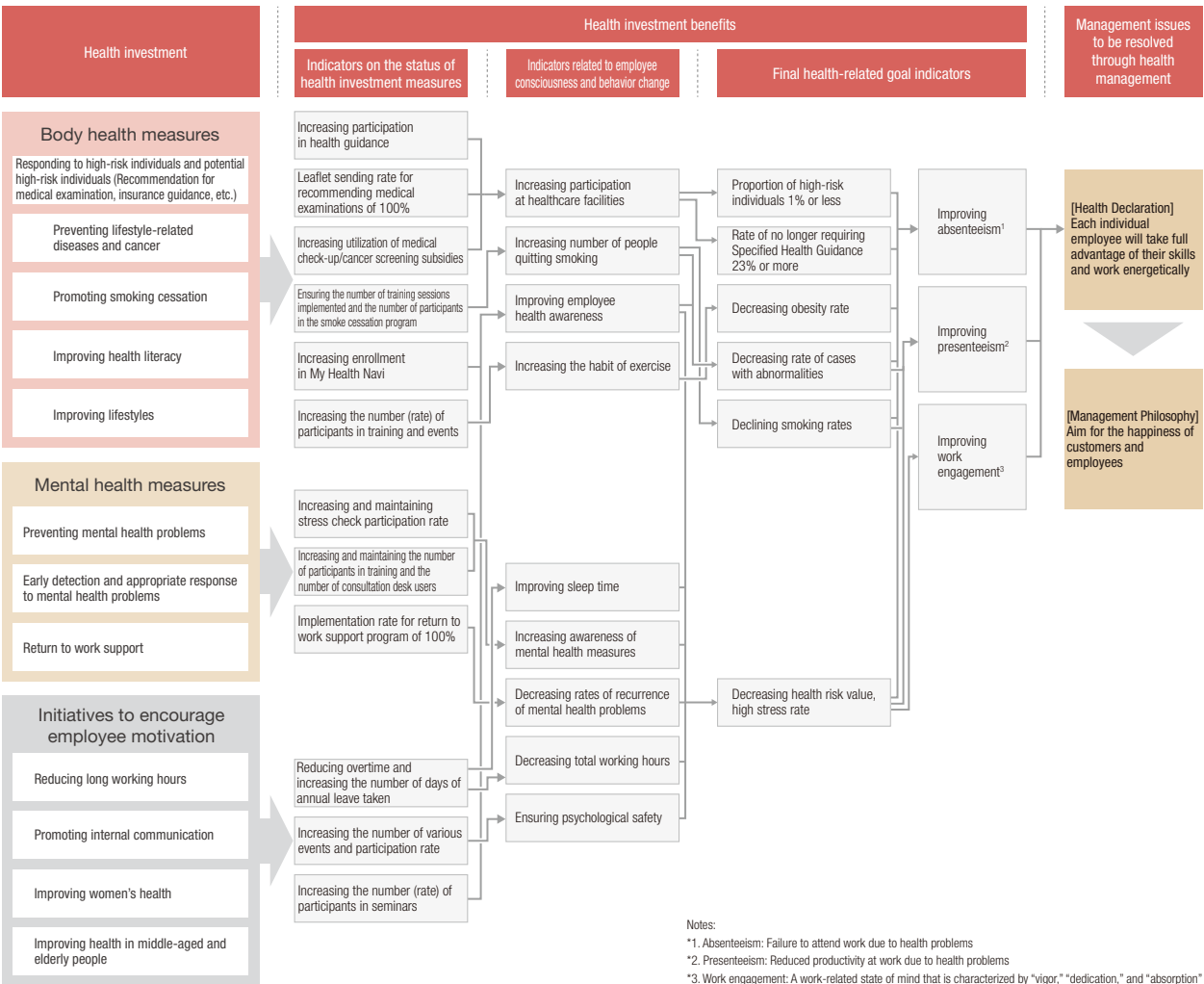
The Japan Post Group believes that the foundation of our management lies first and foremost in the physical and mental well-being of our employees in order to realize our Management Philosophy, which aims for the happiness of our customers and employees.

The employees will personally maintain and enhance their healthy minds and bodies and we will work to build work environments that support such endeavors.

Furthermore, each individual employee will take full advantage of their skills and work energetically and, in turn, aim to realize the happiness of the customers.

Enacted in May 2022.

Japan Post Group health management strategy map (2026/3 version)



Diversity

Our systems and support measures go beyond legal requirements. As part of our efforts to improve work-life balance, these systems are designed to enable employees to continue working while raising children, caring for the elderly, or recovering from illness.

Recent highlights

**Up until FY2024**

- **Promoting childcare leave for male employees**
  - Paid childcare leave (three days)
  - Encouragement to take at least four weeks of leave
  - Requirement to confirm intention to take childcare leave
- **Childcare leave**
  - Promotion of 100% childcare leave taken by both men and women
- **Fertility treatment leave**
  - Expansion of leave allowance for fertility and related treatments: 30 days per year (up from 10)

**Fiscal 2024**

- **Expansion of systems that go beyond legal requirements**
  - Extended the period within which employees can request nursing leave for children (until the end of third grade in elementary school)
  - Extended the maximum duration of partial leave for nursing care (from three years to five years)

**Fiscal 2025**

- **Developing the workplace environment for flexible and sustainable working styles**
  - Establishment of the Lump-sum Childcare and Nursing Care Leave Support Allowance
  - A lump-sum allowance of up to ¥200,000 is provided to employees who support the duties of coworkers taking childcare or nursing care leave
  - Relaxation of requirements for transitioning to and from reduced-hours positions

**Balancing work with childcare, nursing care, and illness**

**Promoting the active participation of women**

- **Ratio of women in management positions at head offices of the four major Group companies**  
KPI: 30.0% (By April 2031)  
As of April 2025: 18.0%

\* Results as of April of each year.

- **Initiatives to promote women's active participation**
  - Organizational Initiatives**  
To promote flexible and sustainable working styles, we are reviewing personnel systems and enhancing workplace environments.
  - Culture-building Efforts**  
To foster career ambition and leadership development, we offer seminars, training, and dialogue opportunities.

**Promotion of employment for persons with disabilities**

- **Improvement in employment rate for persons with disabilities at the four major Group companies**  
KPI: 3.0% (By April 2026)  
As of June 2024: 2.71%

\* Results as of June of each year.

- **Initiatives to promote employment of persons with disabilities**
  - The proactive recruitment of persons with disabilities, along with the development of work environments and training programs aimed at long-term employment retention
  - The establishment and proactive utilization of a special subsidiary company
  - The acceptance of students from special needs schools for workplace training, and the employment of their graduates

**Sexual diversity**

- **Creating a work environment that supports sexual minority employees**
  - Application of systems to same-sex partners (company housing, dependency and housing allowances, nursing care leave, etc.)
- **Gold Certification in PRIDE Index 2024**
  - Gold Certification in the PRIDE Index 2024, which evaluates LGBTQ+ initiatives based on five criteria,\* was awarded to Japan Post Holdings, Japan Post, Japan Post Bank, and Japan Post Insurance

\* The criteria are policy (declarations of action against discrimination), representation (support for LGBTQ+ communities), inspiration (awareness-raising activities), development (HR systems and programs), and engagement/empowerment (social contribution and external relations).

**Other measures**

- **Promoting senior employment**
  - Retirement age raised to 65 (since FY2021)
  - Considering specific work styles and safety measures for employees aged 65 and older to secure employment opportunities up to age 70
- **Eradicating Harassment**
  - Several approaches are being used to eradicate harassment, including a messages from the president; dissemination of information to all staff; the training of managers based on case studies; and booklets and other materials
  - We protect employees who report harassment and have established a system that allows them to consult or report safely at any time, through internal and external consultation desks and the one-stop platform for consultation and reporting
- **Group-wide diversity initiatives**
  - Seminars and study sessions are held; training is provided across the Group to deepen staff understanding of diversity, equity, and inclusion

Please refer to the specific initiatives. P. 77

Focal Point (2) of the Human Resources Policy: Enhancing Capabilities

Approach

- Support career formation by providing opportunities for challenges and raising capabilities  
We will support career formation that emphasizes the motivation of employees by building a system in which employees can feel “employees who try hard are rewarded,” while also providing learning opportunities including employees’ own vision of their future selves, as well as opportunities for challenges and growth.
- Promote DX, acquire skills, and enhance expertise  
We will raise the efficiency of business operations through the promotion of DX and other means, while re-examining the business model and workflows and supporting the acquisition of skills in new operations and the enhancement of expertise in each operation.

Our vision, measures, indicators, and targets

We will emphasize the willingness to take on challenges and grow and raise the pride and fulfillment of employees by providing a tangible sense that efforts get rewarded through the acquisition of skills necessary for proactive career formation and the promotion of DX.

Applicable Companies	Measures, Indicators, and Targets	FY2024 Results
The Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Implement measures for career formation and support (Carrying out re-skilling measures for senior employees, etc.)</li><li>Internal open recruitment among the Group* Number of people    Equal to or greater than the previous fiscal year</li></ul>	<ul style="list-style-type: none"><li>Implementation of career training</li><li>90 people</li></ul>
Head offices of the Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Number of persons in headquarters and branches attending DX training 100% by March 2026</li></ul>	<ul style="list-style-type: none"><li>Attendance rate: Approximately 100% * Number of attendees: 13,000</li></ul>

\* The training was implemented among head office organizations in fiscal 2022 and 2023. From fiscal 2024, it has been implemented Company-wide, including frontline organizations.

Specific human resources measures

Systematic human resources development training

The Japan Post Group conducts various training programs systematically to develop human resources who can perform the roles expected of them according to their career paths.

1	Training necessary for all employees (compliance, human rights awareness, etc.)	2	Training necessary for business execution (operational training necessary for each aspect of business execution, acquisition of qualifications, skill training to enhance sales ability, etc.)	3	Training according to the career path (hierarchical training according to the position)
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Training to enhance Group synergy

In order to enhance Group synergy while providing opportunities that align with employees’ spirit of challenge and aspirations for growth, and supporting career development, the Japan Post Group conducts the following training programs in particular jointly across the Group.

1	Development of career-track employees through joint Group training	We provide opportunities for career-track employees of Group companies in their first year of employment to learn about each company in the Group, and conduct joint training with the aim of creating connections with peers through group work. In addition, for career-track employees in their third year of employment, we conduct joint training at the stage where employees identify areas in which they want to play an active role in the future.
2	Next-generation leader training	In order to cultivate the next generation of leaders responsible for the management of the Group, we conduct training according to the stage of each target group by cultivating awareness as a Group executive, giving necessary knowledge and skills, and conducting assessments in order to systematically select and develop candidates for senior management.
3	Human resources development to promote DX	In order to promote the creation of new businesses and the improvement of services and operations through DX, we are working to enhance training programs and create an environment where the acquired skills are demonstrated in practice. In order to lay the foundation for the promotion of DX measures, we are conducting training to teach the basic concepts of DX for planning employees such as those at the Group headquarters and branches.

Promoting fair and motivating evaluations

The Group’s evaluation system consists of three components for each course category: performance evaluation, job behavior evaluation, and organizational contribution points.

Through appropriate evaluation and feedback, we aim to help employees pursue their individual goals, thereby contributing to the achievement of organizational goals and ultimately leading to the realization of management objectives. We have introduced multi-faceted feedback for employees in management positions to raise their self-awareness.

Positive response rate for evaluation feedback

\* Survey on evaluation feedback  
Percentage of respondents (approx. 26,000) who indicated that they understood the evaluation feedback and felt it supported their personal growth and motivation at work.

> 90%  
(Results in FY2024)

Enhancing Employee Capabilities

Realizing a human resources system adaptive to environmental changes	<ul style="list-style-type: none"><li>Review of personnel systems<ul style="list-style-type: none"><li>Reviewing workforce composition in response to rapid changes in the business environment and future business outlook</li><li>Responding to laws and regulations related to equal pay for equal work</li><li>Establishment of the Lump-sum Relocation and Transfer Allowance</li></ul></li><li>Employee Treatment and Measures<ul style="list-style-type: none"><li>Promotion of fixed-term employees to full-time employees continues (total number of employees promoted to date: 54,390)</li><li>Considering the integration of general-duties and regional managerial positions to promote workforce mobility</li><li>Base pay increased in light of rising prices and the growing importance of investing in human resources (¥10,000 increase in FY2025)</li></ul></li></ul>
Promoting DX to improve operational efficiency and support skill development for new business tasks	<ul style="list-style-type: none"><li>Workplace Environment<ul style="list-style-type: none"><li>Enhancing training programs and building environments for practical skill application to support new business creation and service improvement through DX</li><li>Upgrading the work environment to enable employees to receive training via tablets and other devices while remaining at their post office locations</li></ul></li></ul>
Supporting proactive career formation that encourages challenges and the enhancement of capabilities	<ul style="list-style-type: none"><li>Career guidebook<ul style="list-style-type: none"><li>To support career planning, we have compiled a comprehensive guidebook that outlines ideal employee profiles and job descriptions by role and career track, mainly on the frontline organizations. It also features model career paths, internal career systems, and various training programs</li></ul></li></ul>
Training to enhance expertise	<ul style="list-style-type: none"><li>Training for employees who handle financial instruments<ul style="list-style-type: none"><li>In collaboration with Japan Post Bank and Japan Post Insurance, we provide training—particularly for employees handling financial instruments—covering banking agency services, investment trusts, various insurance products, and compliance, to support understanding and skill development in related operations</li><li>Training to develop consulting skills required for customer-oriented sales activities</li></ul></li></ul>



A career guidebook (partial)

Career Development Support Respecting Employee Motivation

Internships among the Group	<ul style="list-style-type: none"><li>Internships among the head offices of the four major Group companies (since April 2022)<ul style="list-style-type: none"><li>Employees are given opportunities to experience and better understand operations in other departments, and to foster future career development—based on their own choices and willingness to take on new challenges</li></ul></li></ul>	Participant results 117 people
Internal open recruitment among the Group	<ul style="list-style-type: none"><li>Internal open recruitment among the Group (launched in April 2022)<ul style="list-style-type: none"><li>To support proactive career formation, we conduct internal open recruitment among the Group for head office employees, enabling them to apply for transfers to their desired Group company or department</li><li>Since FY2024, internal open recruitment among the Group has been extended to include not only head office employees but also frontline employees</li></ul></li></ul>	Assignee results 187 people

\* Participant and assignee figures represent cumulative totals since each program’s launch.

VOICES Employee Testimonials on Internships and Internal Open Recruitment Across the Group

<p>Joined Japan Post Co., Ltd. in 2018    Chief OTANI Mako (transferred to JP Strategic Foresight Laboratory)</p> <p>Q. What triggered you to use the system?</p> <p>When I thought about my career at the time of my sixth year after joining the Company when I had gained a certain degree of experience, I thought, “I want to be involved in measures to deliver the value and appeal of the post office to more customers.” So, I decided to initially try a department where it seemed likely that I would be able to achieve that.</p>	<p>Joined Japan Post Co., Ltd. in 2012    Assistant Manager MURAKAMI Ryo (transferred to Japan Post Holdings Co., Ltd. Business Co-creation Department)</p> <p>Q. What triggered you to use the system?</p> <p>When I revisited my career, I wanted to further improve my skills by taking on the challenge of a new area that I had never experienced before, and to expand the range of things that I could contribute to the Company.</p>
<p>Q. What was good about using the system?</p> <p>I feel that by deepening my motivation for what I want to do in my internship and starting to engage in my work in earnest based on it, I can draw a more specific picture of my future career and I am more willing to engage with my work.</p>	<p>Q. What was good about using the system?</p> <p>By utilizing the internship system, I was able to work in the department of my choice for a certain period of time. I was able to “get an idea of working in a new department” and “find out whether my hopes could be realized” in advance, and I was able to express my interest in internal recruitment with confidence.</p>



Focal Point (3) of the Human Resources Policy: Demonstrating Strengths

Approach

- Human resources development and assigning the right person to the right job to ensure customer-oriented services  
We will provide customer-oriented services under the optimal assignment of personnel based on our management strategies, by nurturing employees who can demonstrate their strengths and creativity for customers and building an environment where the right person is assigned to the right job.
- Demonstrating strengths and creativity through corporate culture reforms  
We will carry out reforms to achieve a transparent corporate culture by such means as promoting internal and external personnel exchanges and proactively recruiting outside talent and to provide an environment where employees can demonstrate their strengths and creativity to the maximum extent.

Our vision, measures, indicators, and targets

We will encourage employees to demonstrate their strengths and creativity by ensuring employees work with a sense of the right person being assigned to the right job and through reforms to ensure a transparent organization, raise employees' pride and fulfillment.

Applicable Companies	Measures, Indicators, and Targets	FY2024 Results
The Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Right person to the right job score,* over the previous fiscal year's evaluation score</li><li>Average number of annual paid holidays taken: 18 days or more</li><li>Number of personnel exchanged within and out of the Group maintained at FY2021 levels**</li></ul> <p>* Calculated using Group engagement survey results since FY2023. ** Approximately 1,500 people exchanged between the four major Group companies.</p>	<ul style="list-style-type: none"><li>2.51 pts</li><li>Average of 19.7 days</li><li>Achieved</li></ul>
Head offices of the Company and its operating subsidiaries	<ul style="list-style-type: none"><li>Number of persons engaged in strategic side businesses: greater than the previous fiscal year</li><li>Promotion of mid-career recruits</li></ul>	<ul style="list-style-type: none"><li>47 people</li><li>59 people</li></ul>

Specific human resources measures

Adoption of systems that value employees who take on new challenges and corporate culture reforms

To provide an environment conducive to employees taking on challenges, we are studying the possibility of a new personnel evaluation system where employees rate their own challenges. In addition, we will also work to raise the awareness of the managers and reflect such awareness in the evaluations so that the managers will support the challenges of their subordinates.

Initiatives to enhance the management capabilities of post office heads and other managers

To build a workplace where employees can demonstrate their strengths and creativity for customers, we are focusing on coaching-based management training for post office heads and other managers to raise employees' motivation and encourage actions. We will enhance the management capabilities of managers and thoroughly practice customer-oriented services and sales and compliance awareness.

Recruitment and appointment of mid-career and foreign nationals

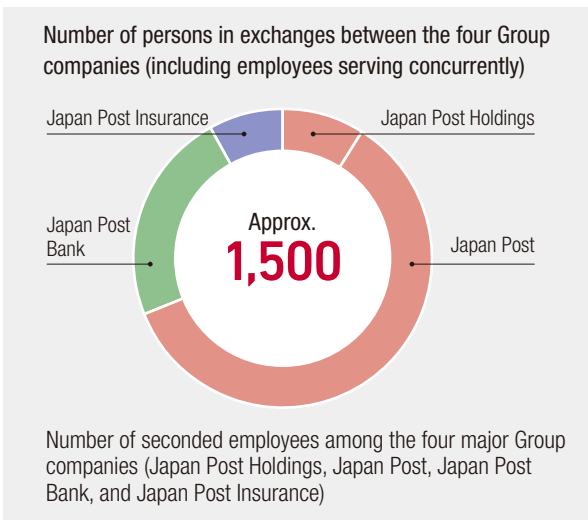
Regarding mid-career recruits, we have been working on recruiting and hiring managers mainly in specialized fields in line with business characteristics (including real estate, legal affairs, IT fields, investment and market management, risk management, and actuaries). In addition, from the perspective of complementing new graduate hiring and securing a diverse talent pool, we have also been hiring mid-career candidates for generalist positions, and will continue to implement more proactive recruitment and hiring going forward.

We will strive to recruit international human resources and appoint them to managerial positions as needed for business development, while also considering the introduction of Specified Skilled Worker System from the perspective of securing labor.

It should be noted that we do not differentiate candidates based on nationality when hiring foreign nationals or appointing them for managerial positions.

Promotion of personnel exchanges within the Group

The Japan Post Group is characterized by the integrated provision of postal, logistics, banking, and insurance services through its nationwide network of post offices. Therefore, it is extremely important to support the lives of customers in local communities while strengthening the unity and coordination of the Group. In addition, in order to improve the efficiency of operations and optimize personnel allocation that goes beyond the boundaries between companies, the Group actively promotes personnel exchanges throughout the Group.



Notes:  
1. 2022/3 results (As of April 1, 2022)  
2. Excluding seconded employees associated with the establishment of the new sales system of Japan Post Insurance (approx. 13,000 employees)

Initiatives for Securing Diverse Human Resources

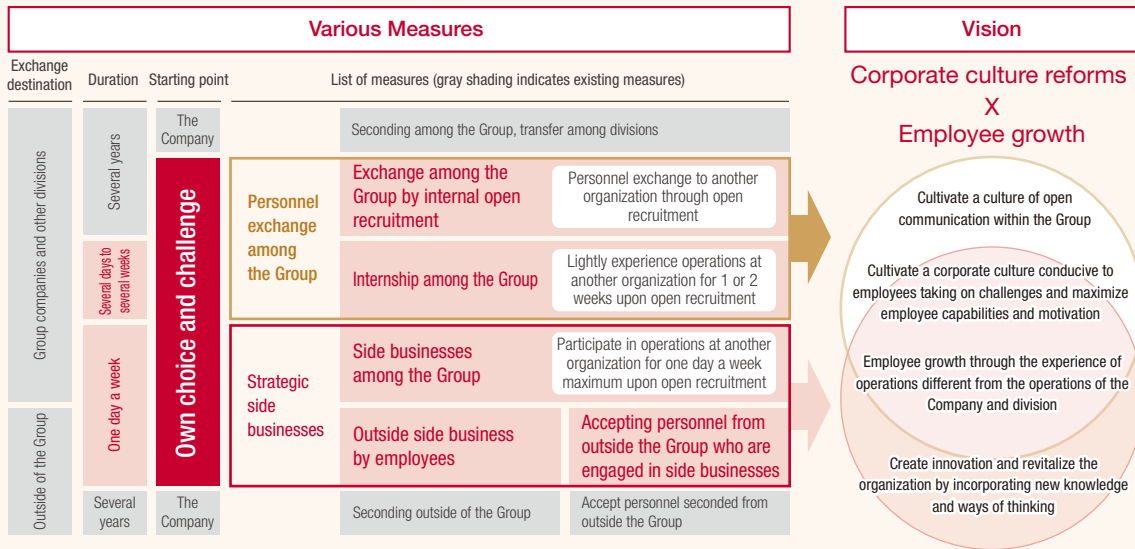
Alumni	<ul style="list-style-type: none"><li><b>Establishment of the Alumni Network (September 2022)</b><ul style="list-style-type: none"><li>We established the Alumni Network (target: headquarters) in September 2022 with the aim of enabling alumni—former employees who are familiar with the Japan Post Group and have gained new experiences and knowledge outside the Group—to return and contribute once again. We are building excellent medium- to long-term relationships with alumni through initiatives such as side jobs and mid-career recruitment.</li></ul></li><li><b>Comeback Recruitment System (since October 2024)</b><ul style="list-style-type: none"><li>The existing re-employment system, which previously applied only to specific reasons for resignation such as childcare or nursing care, has been significantly revised. The new Comeback Recruitment System (applicable to all Group organizations) enables re-employment regardless of the reason for leaving the Group.</li></ul></li></ul>	Number of hires <b>140</b> people
Referral recruitment	<ul style="list-style-type: none"><li><b>Referral Hiring System (since May 2024)</b><ul style="list-style-type: none"><li>To secure a diverse range of talent by leveraging one of Japan's largest employee networks, we launched the Referral Hiring System. This system enables Group employees to refer both regular and non-regular personnel to the Company.</li></ul></li></ul> <p>* Hiring figures represent cumulative totals since the launch of each system</p>	Number of hires <b>966</b> people

Initiatives to Support Employee Challenges and External Talent Utilization

Strategic side business	<ul style="list-style-type: none"><li><b>Promoting strategic side businesses</b><ul style="list-style-type: none"><li>At the head offices of the four major Group companies Three types of strategic side businesses have been simultaneously piloted at headquarters: Outside side business by employees, Accepting personnel from outside the Group who are engaged in side businesses, and Side businesses among the Group. These initiatives aim to leverage employees' professional experience and business skills to support future career development</li><li>Outside side business by employees In addition to engaging in side businesses outside regular working hours, employees may reduce their working hours by up to one day per week to pursue such activities, thereby supporting their efforts to take on new challenges</li></ul></li></ul> <p>* Participants figures represent cumulative totals since the launch of each system.</p>	Number of participants <b>120</b> people
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Overview of proposed measures to promote personnel exchanges

Measures to promote internal and external Group personnel exchanges that aim for corporate culture reforms x employee growth



Initiatives Related to Respecting Human Rights

Formulation of a human rights policy

Considering the growing social demand for companies to respect human rights, we formulated the Japan Post Group Human Rights Policy in April 2019 based on the United Nations (UN) Guiding Principles on Business and Human Rights and other concepts.

Through this policy, we demonstrate our respect for human rights and through building a framework for human rights due diligence and identifying negative impacts on human rights, we promote human rights awareness activities to foster a sense of human rights among all employees. We will periodically review human rights awareness activities after deliberation by the Group Sustainability Committee based on factors such as corporate activities and changes in the business environment.

Implementation of human rights due diligence

As the largest employer in Japan, the Japan Post Group operates a wide range of businesses, including postal services, logistics, banking, and insurance, through approximately 24,000 post offices across Japan. We are implementing measures based on the human rights due diligence process to reduce the risk of potential and apparent human rights issues arising in connection with each business.

Human rights impact assessment

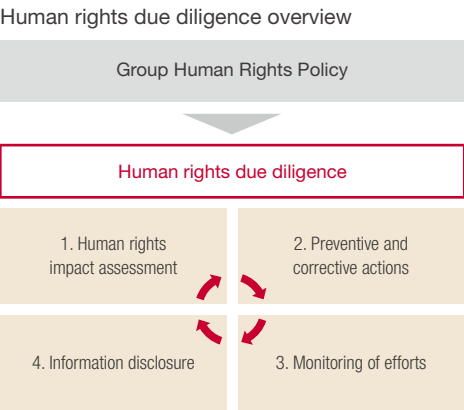
We have grasped the overall picture of the risks posed by each business, and as a Group, we have selected priority issues for special attention. Going forward, we will take actions such as implementing monitoring to manage and review the priority issues, and will also implement efforts to reduce risks for other human rights issues.

Stakeholders	Priority Issues for Special Attention	
Employees	<ul style="list-style-type: none"><li>Insufficient wages, unpaid wages, living wages</li><li>Power harassment and sexual harassment</li><li>Discrimination (including gender-related human rights issues)</li></ul>	<ul style="list-style-type: none"><li>Excessive and unfair working hours</li><li>Industrial safety and health</li></ul>
Customers	<ul style="list-style-type: none"><li>Right to privacy</li></ul>	<ul style="list-style-type: none"><li>Consumer safety and the right to know</li></ul>
Suppliers	<ul style="list-style-type: none"><li>Forced labor</li></ul>	<ul style="list-style-type: none"><li>Child labor</li></ul>
Investee companies	<ul style="list-style-type: none"><li>Forced labor</li><li>Rights of indigenous peoples and local populations</li></ul>	<ul style="list-style-type: none"><li>Child labor</li></ul>

Preventive and corrective actions

The status of implementation of preventive and corrective measures for the negative impact of potential and apparent human rights risks is as follows. Going forward, we will review and expand various activities in accordance with the actual situation of the impact assessment on human rights.

	Implementation of education and training for employees	Development of internal environment/systems
Employees	<ul style="list-style-type: none"><li>Training on working hours</li><li>Harassment prevention training</li><li>Mental health training</li><li>Transportation safety education and training</li><li>Implementation of self-examination on working hours management</li><li>Establishment of diversity enhancement month</li><li>Holding of diversity-related seminars</li></ul>	<ul style="list-style-type: none"><li>Ensuring adequate working conditions</li><li>Efforts to create comfortable workplaces to expand the system and promote its use</li><li>Efforts to eradicate harassment through President's messages and training for all employees</li><li>Promotion of health management and establishment of a health consultation desk</li><li>Prevention of work accidents and promotion of a comfortable working environment</li><li>Promotion of the active participation of women through enhancement of the system and environment, training, etc.</li><li>Response to gender diversity</li><li>Promotion of hiring people with disabilities</li></ul>
Customers	<ul style="list-style-type: none"><li>Cyber security education and training</li><li>Employee training for customer-oriented business operations</li></ul>	<ul style="list-style-type: none"><li>Establishment of the Japan Post Group Information Security Declaration</li><li>Establishment of the Japan Post Group Basic Policy on Customer-Oriented Business Operations</li><li>Establishment of the Japan Post Group Customer Satisfaction Promotion Liaison Committee</li></ul>
Suppliers Investee companies	<ul style="list-style-type: none"><li>Establishment of the Japan Post Group's Approach to Procurement Activity</li><li>Establishment of the Japan Post Group CSR Procurement Guidelines</li><li>Disclosure of information on the ESG Investment and Financing Policy (Japan Post Bank, Japan Post Insurance)</li></ul>	



Relief measures

For consultations on various types of harassment and human rights violations, we have established a system that enables employees to seek advice without concern, by establishing internal and external consultation channels.

In addition, we have a one-stop platform for consultation and reporting, which facilitates reporting and consultation. We are working to provide a system that ensures worry-free consultations for employees, maintains the confidentiality of reports and consultations, and helps us understand employee opinions regarding compliance in general.

Contractors also have access to the internal and external consultation channels, as well as the one-stop platform for consultation and reporting.

Harassment Incident Response Flow



Please refer to "Human Rights Due Diligence in the Supply Chain." P. 103

Group-wide initiatives to strengthen diversity

Group diversity promotion month

Since FY2022, we have designated a Group Diversity Promotion Month to deepen understanding and awareness of diversity, equity, and inclusion (DE&I), and to foster a workplace culture that encourages the confident and accessible use of various human resource systems.

To promote deeper understanding across our 360,000 Japan Post Group employees, we conduct annual workplace study sessions and comprehension assessments aligned with different themes. We also organize diversity seminars for managers, led by external experts.

	Fiscal 2022	Fiscal 2023	Fiscal 2024
Themes	<ul style="list-style-type: none"><li>Promote diversity</li><li>Promoting childcare leave for male employees</li><li>Balancing Work and Fertility Treatment</li><li>Gender diversity</li></ul>	<ul style="list-style-type: none"><li>Importance of diversity</li><li>Promoting childcare leave for male employees</li><li>Menopausal Health and Women's Well-being</li><li>Gender diversity</li></ul>	<ul style="list-style-type: none"><li>Importance of diversity</li><li>Promoting long-term childcare leave for male employees</li><li>Balancing Work and Nursing Care</li><li>Gender diversity</li></ul>
Initiatives targeting all employees	<ul style="list-style-type: none"><li>Workplace study sessions To promote deeper understanding, each annual theme is explored through overviews, introductions to relevant internal systems, and case studies.</li><li>Comprehension assessments (since FY2023) Following each study session, self-assessments are conducted to reinforce learning and ensure retention.</li><li>Distribution of awareness posters and desktop wallpaper (since FY2023)</li></ul>		
Initiatives targeting managers	<ul style="list-style-type: none"><li>Seminar for managers (since FY2023) To promote diversity and strengthen diversity management, we conduct online seminars for all managers, featuring guest speakers from outside the organization. Recent seminar topics include: <b>FY2023: Managing to Maximize the Potential of Employees Balancing Work and Life Events</b> <b>FY2024: What is diversity, equity, and inclusion (DE&amp;I)?</b></li><li>Self-assessment of managerial understanding Conducted to reinforce learning and retention following workplace study sessions and seminars for managers.</li></ul>		

Collaborative Seminars with Aflac\*

In fiscal 2021, Aflac, Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., and Japan Post Insurance Co., Ltd. agreed to further develop their Strategic Alliance Based on a Capital Relationship in order to realize the Co-creation Platform supporting customers and local communities.

As part of this initiative, Aflac and the four Japan Post Group companies have jointly conducted collaborative seminars to promote diversity. Each year, two themes are selected to promote understanding, and a variety of activities—such as seminars, panel discussions involving employees, and group work—are conducted.

In addition, we regularly hold discussions with diversity coordinators from the four Japan Post Group companies and labor union staff to share progress and continuously improve our initiatives.

\* Aflac Incorporated (the U.S.-based holding company for the Aflac Group) and Aflac Life Insurance Japan Ltd.

Fiscal 2021 themes
<ul style="list-style-type: none"><li>Respect for gender diversity</li><li>Childcare leave for male employees</li></ul>
Fiscal 2022 themes
<ul style="list-style-type: none"><li>Career development</li><li>Balancing Work and Cancer Treatment</li></ul>
Fiscal 2023 themes
<ul style="list-style-type: none"><li>Respect for gender diversity</li><li>Supporting Women's Career Development</li></ul>
Fiscal 2024 themes
<ul style="list-style-type: none"><li>Respect for gender diversity</li><li>Balancing Work and Nursing Care</li></ul>



## Sophistication of the Group Crisis Management Framework

In FY2024, we integrated our risk management and crisis management functions. Currently, we are implementing a three-pronged approach that adds crisis prevention and early detection of risk manifestations to the minimization of impact, so as to strengthen our organizational structure.

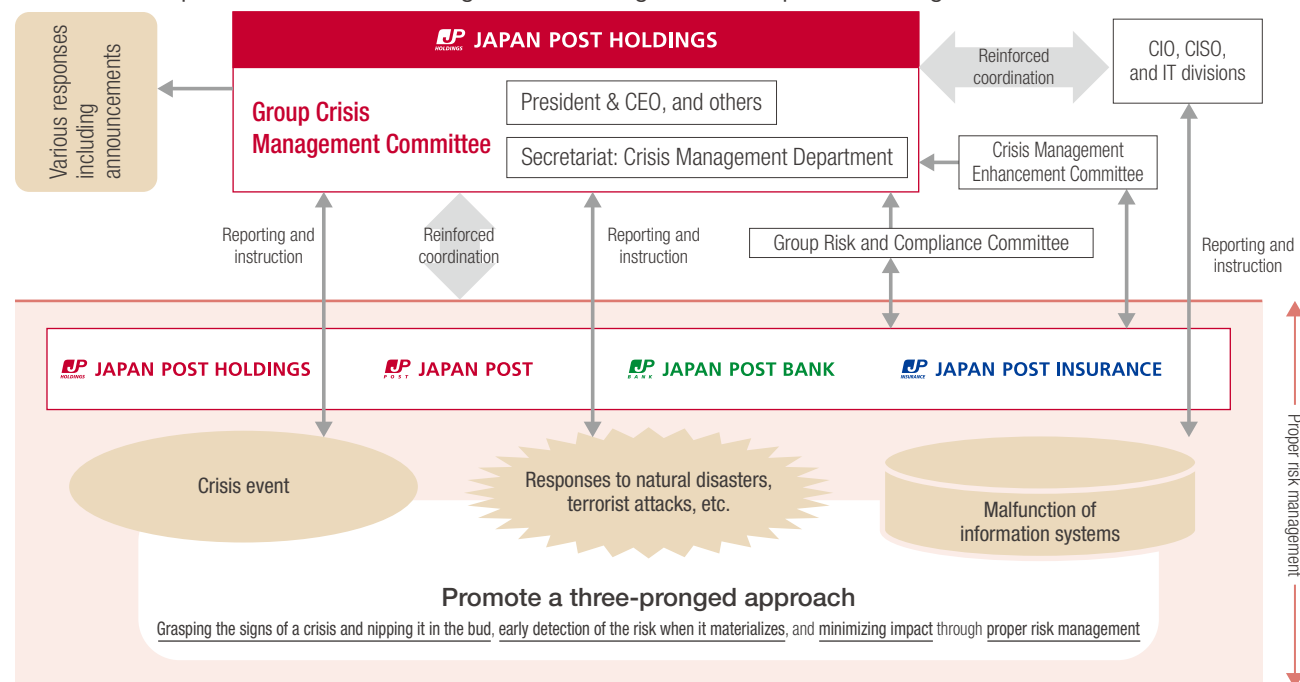
The specific initiatives include: (1) development of a response framework in the event that a major natural disaster occurs; (2) development of a framework to ascertain and report crisis events; (3) strengthened coordination with the chief information officer and chief information security officer; (4) enhanced sophistication of risk management; and (5) enhanced sophistication of crisis management, primarily through the Group Crisis Management Committee.

We aim to independently detect cases where there has been misconduct and there is the potential for risks. At the same time, we are promoting compliance, conducting risk management operations, and improving CS and ES, through the AI-driven analysis of customer and employee feedback gathered by the Japan Post Group.

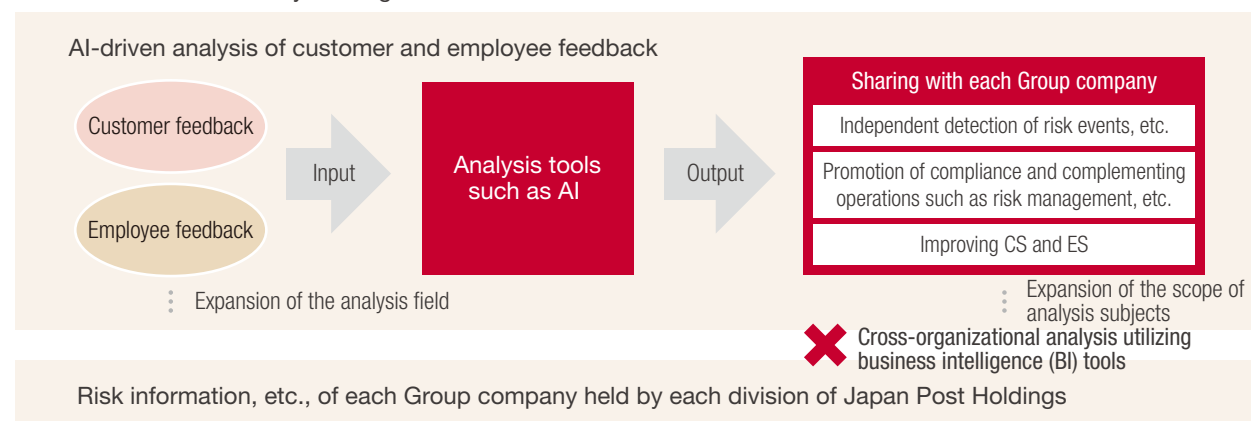
By reporting regularly to management and the various liaison committees, the results of these analyses will be used to improve operations and more at our subsidiaries.

We plan to analyze the positive feedback from our customers and share it within the Group as examples of good practice. The feedback will also be used to improve employee conduct. Furthermore, we will expand the scope of our analyses by studying customer inquiries, using them to enhance customer-oriented services. We also hope to expand our field of analysis beyond customer and employee feedback, thereby helping us improve management.

Enhance the sophistication of crisis management centering on the Group Crisis Management Committee



Visualization in real time by utilizing AI



## Advanced Risk Management

As part of our risk management efforts, we are promoting a three-pronged approach to minimize the impact of risks, prevent crises, and identify any manifestations of risk. This we will do by strengthening our control of risks that could have a significant impact on the Japan Post Group's business. These risks include emerging (unknown) risks, such as those related to conduct. Furthermore, we will set up a system to prevent risks that could have a significant impact on the Group from materializing, and speed up reporting to management when risks do occur.

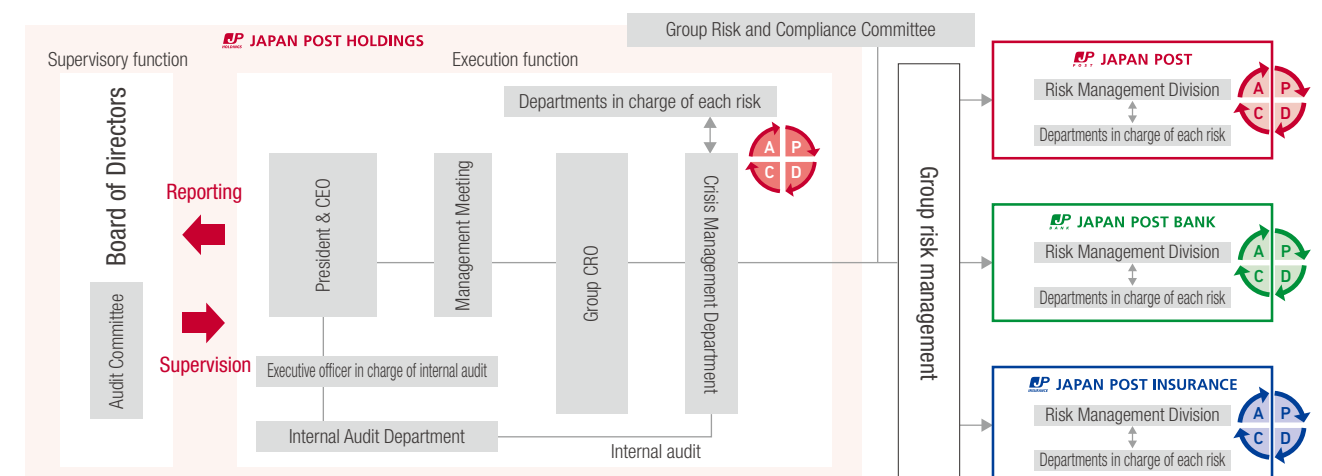
In addition, by integrating risk management and crisis management functions, a smooth transition to crisis management can be achieved whenever risks materialize.

To strengthen Group governance, Japan Post Holdings has appointed a Group chief risk officer from among its executive officers. This individual reports to, and is supervised by, directors and others regarding the Group's risk management and its initiatives. The Group Risk and Compliance Committee, which comprises executives in charge of risk management at each Group company, shares information and discusses risk management to improve the risk management of each Group company.

Each Group company has designated a department to oversee its own risk management, and each department identifies, assesses, controls, and monitors their risks in accordance with its own business characteristics, and has established a risk management framework according to which it reports to Japan Post Holdings as necessary.

Through the implementation of the above initiatives, we will improve risk management and ensure the Group's sustainable and sound management.

Group Risk Management Framework of the Japan Post Group



### Risk Appetite Framework (RAF)

The Japan Post Group has introduced its Risk Appetite Framework (RAF) from the fiscal year ended March 31, 2022, as a framework to control risks for the entire Group by clarifying the type and amount of risks (risk appetite) to be taken or accepted in order to expand earnings.

Utilizing this framework, the Japan Post Group will approve the risks and types of risks to be taken by its management together with the business plan, and aims to enhance corporate value by avoiding unexpected losses, improving the risk-return balance, and ensuring accountability.

RAF Operation Process



Approach to risk by area of business

Financial business

(Japan Post Bank, Japan Post Insurance)

We aim to secure profits while maintaining financial soundness through appropriate risk-taking and risk control in asset and liability management (ALM), investment operations, and insurance underwriting.

Non-Financial business

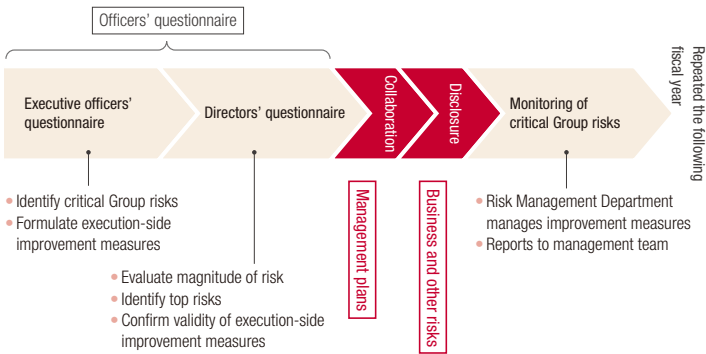
(Japan Post Holdings, Japan Post)

In the areas of postal and domestic logistics, real estate, and new businesses, we seek to secure new earnings. At the same time, we will consciously remain financially sound by making sure we take only appropriate risks and make sure they remain within the scope of defined capital projects, to the exclusion of financial and existing areas of business.

Management of critical risks

Every year, Japan Post Holdings reviews risks that may be critical, meaning they would have a significant impact on areas of the Group's business. Such impact would derive from factors including changes in the external environment and in business strategies.

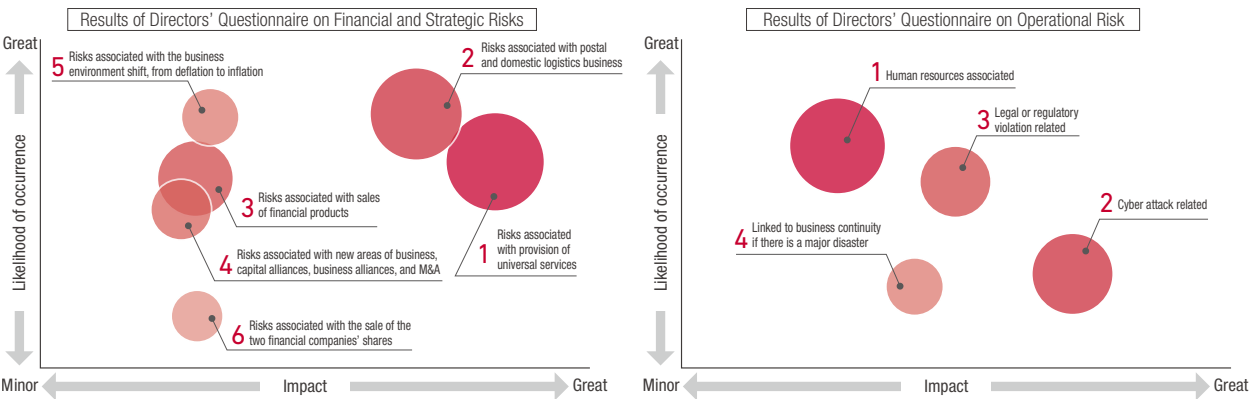
After identifying and evaluating specific risks, we formulate measures to prevent or remedy said risks. They are based on the results of the Executives Questionnaire, distributed to directors and executive officers. Based on the improvements indicated, the management team sets in motion the four-step, Plan-Do-Check-Act management cycle to ensure continuous improvement in the Group's processes and products.



Top risks

Based on the Executives' questionnaire, Japan Post Holdings discloses risks that are considered to be of particularly high priority in terms of the likelihood of occurrence and impact on Group performance.

The risks, noted in the Business and Other Risks section of our securities report are described as top risks. In other words, they are considered risks to the Group's business and other activities that are of particular importance to management.



\* Risks facing the Group are not limited to the above; please refer to our securities report for further details. <https://www.japanpost.jp/ir/library/security/> (in Japanese only)

FY2025 Top Risks, Main Scenarios

	Top Risks	Main Scenarios
Financial and strategic risks		
1	Universal services	Despite efforts to improve profitability and operational efficiency, costs associated with maintaining universal services are rising, due to inflation and other changes in the business environment.
2	Postal and domestic logistics	A significant decrease in the Group's earnings has resulted from a decrease in mail volume. This follows advances in digitization; weakness in revenues from parcel-post and other areas, in the wake of intensified competition and the expansion of the e-commerce market. An additional cause is the failure of initiatives to strengthen the competitiveness of Japan Post.
3	Sales of financial products	Success has been lacking in the areas of insurance products and investment trusts handled by the Group, as well as for new-product development and sales activities focused on customer convenience. With sales performance slack, the Group's earnings have seen a significant decrease.
4	New business areas, capital alliances, business alliances, M&A	There has been a significant decrease in the Group's earnings due to its inability to grow in new areas of business and obtain benefits from capital and business alliances, and realize impairment losses related to investment businesses.
5	Business environment shifts from deflation to inflation	The Group operates numerous post offices and employs a large number of people. Related expenses rise when international conflicts cause a sudden increase in fuel prices, and the ongoing depreciation of the yen results in rising domestic prices.
6	Sale of Japan Post Bank, Japan Post Insurance shares	Customer attrition has become evident. This has resulted from such factors as losses from the sale of shares of the two financial companies; an inability to secure alternative revenue sources; and/or the difficulty in conducting integrated, Group-wide business operations following a declining equity stake in the subsidiaries. At the same time, there has been a weakening of brand power, causing a significant decrease in the Group's earnings.
Operational Risks		
1	Human resources	It can be hard to retain talented human resources in various business roles, as well as talent specializing in IT. Personnel and labor issues can render the Group unable to provide rewarding work, as human resources become adversely affected by losses or shortages, while personnel costs spiral ever higher. This may be compounded by a loss of competitiveness.
2	Cyber attacks (security vulnerabilities)	It is possible that attacks on Group systems or unauthorized use of services result in a broad, prolonged suspension of business. Yet, if customer service is inadequate, the Group's social credibility will be damaged.
3	Legal and regulatory violations	Compliance with laws and regulations, as well as preventive measures may be ineffective. This can result in legal and regulatory violations that affect the Group's business operations, damaging its social credibility.
4	Business continuity in the event of a major disaster	Wide-ranging natural disasters, epidemics, and other serious disruptions of the social infrastructure can result in damage to stores and other facilities. Such a situation would require that compensation be paid for customer losses, and lead to circumstances requiring significant amounts of time and financial outlays.

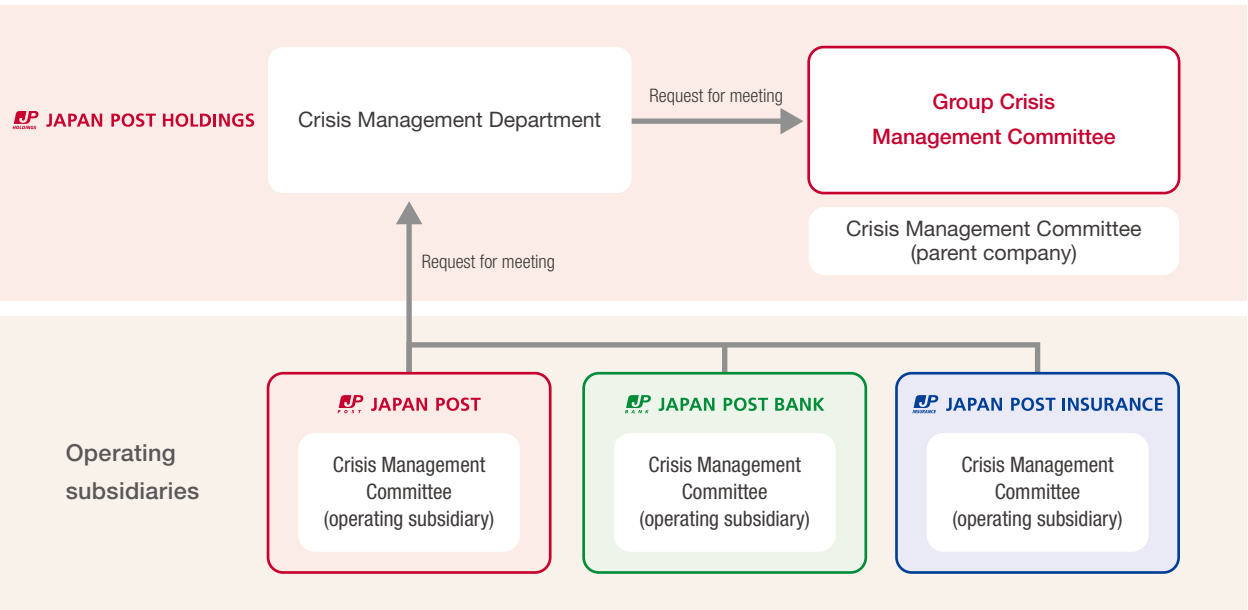
Japan Post Group Disaster Prevention

The Group is improving its crisis management framework so that it can better handle the risks posed by the ever more severe and frequent natural disasters.

Crisis Management Framework

In the event of a crisis that would be too much for any single company in the Group to handle on its own, our Group Crisis Management Committee would convene to respond.

Moreover, to improve the Group's crisis management framework, the Group Crisis Management Committee meets regularly in a bid to strengthen Group-wide cooperation. We also conduct Group disaster drills to verify our response framework.



Preparing for Regularly Occurring Disasters

Group training for major disasters

We have devised a business continuity plan (BCP), so that we might be ready should there be an increasingly likely, large-scale natural disaster. This could be, for example, an earthquake directly beneath Tokyo or along the Nankai Trough, the undersea geological feature off Japan's southwest coast. We also are conducting Group training sessions to verify our BCP-stipulated response framework, from initial to emergency responses.

Cooperation with non-Group companies

Drills with companies that have signed disaster prevention agreements

Drills with Lawson, Inc. for transportation of relief supplies (October 2024)

In a drill simulating an earthquake directly beneath the capital, Japan Post held training sessions explaining how to replenish food supplies and daily necessities were the stockpiles at the Group's operating bases to become depleted.



Joint drill on the transportation of relief supplies.

Drill with NTT Docomo, Inc. on installing mobile communication base stations (October 2024)

In a drill simulating an earthquake directly beneath the capital, NTT Docomo, in response to requests from local governments and other organizations, ran through the steps necessary to install mobile base stations at Japan Post's operational bases.



Joint drill to practice installing mobile communications base stations.

Newly signed agreements

In FY2024, we signed new disaster prevention agreements with three entities: the Japan Meteorological Agency, the Japan Housing Finance Agency, and the National Research Institute for Earth Science and Disaster Resilience.

We are working on a framework for sharing information in peacetime, and for cooperation in the event of a disaster.



Emergency Disaster Response Initiatives

In the event that a disaster occurs, the Japan Post Group will continue providing services to the extent possible. Based on its BCP, moreover, it will also implement emergency measures to support those affected.

Support for those affected by 2024 Noto Earthquake and rains

Postal services

Postal deliveries resumed

We resumed mail and parcel deliveries to homes and businesses, once delivery preparations had been completed. Our services continued to expand, reflecting road conditions and other factors.

Handling of mail and parcels

Soon, mail and parcels could be sent from, and received at, post office counters, ahead of the gradual resumption of normal services.

Financial services

Savings accounts

At the time of the earthquake, Japan Post Bank allowed individuals who could not find their passbooks, identification cards, or seals to withdraw a maximum of ¥200,000 from their regular savings accounts.

Insurance

We are paying insurance claims related to the insurance policies and postal life insurance policies of Japan Post Insurance.

Counter-related services

Mobile post offices

We continued to dispatch mobile post offices to affected areas for some time. They accepted mail and Yu-Pack parcels, and made possible ATM deposits and withdrawals.

Disaster relief efforts in FY2024

Emergency Measures Implemented under Disaster Relief Act

No.	Disaster Name	Emergency Measures Implemented in Accordance with the Disaster Relief Act	
		Duration	Number of Affected Areas
1	Disasters caused by heavy rains on July 9, 2024	7/11–8/3	1 prefecture, 1 city
2	Disasters caused by heavy rain and Typhoon No. 3 on July 25, 2024	7/26–8/26	2 prefectures, 12 cities, 4 towns, and 4 villages
3	Disaster caused by Typhoon No. 10 in 2024	8/29–9/30	7 prefectures, 14 cities, and 8 towns
4	Disasters caused by heavy rains on September 21, 2024	9/24–10/23	1 prefecture, 3 cities, and 3 towns
5	Disasters caused by heavy rains on November 8, 2024	11/11–12/10	1 prefecture, 1 town
6	Disasters caused by heavy snowfall on December 28, 2024	1/8–2/7	1 prefecture, 5 cities, 4 towns, and 1 village
7	Disasters caused by heavy snowfall on February 4, 2025	2/10–3/11	2 prefectures, 5 cities, 13 towns, and 5 villages
8	Major fire in Ofunato City, Iwate Prefecture in 2025	2/27–3/26	1 prefecture, 1 city
9	Forest fires that occurred on March 23, 2025	3/27–4/28	1 prefecture, 2 cities

Note. In addition to natural disasters, we also handled emergency responses to road collapses in Yashio City, Saitama Prefecture.

Japan Post Group Compliance Framework

The Japan Post Group recognizes the promotion of compliance as one of its foremost management priorities. We promote management based on compliance to earn the trust of our customers and other stakeholders, local communities, and society; to solidify our management base, which is the foundation for the realization of the Japan Post Group Management Philosophy and sustainable growth; and to enhance our corporate value.

All Group companies are working to build an effective compliance framework, giving due consideration to the public nature of their businesses. We strive to ensure that customers can use our services with peace of mind by thoroughly implementing customer-first operational management, including the enhancement of compliance risk management from a risk-based approach.

In addition, we will strengthen the Group's compliance function by convening regular meetings of the Group Compliance Committee, and ensure transparency by appropriately disclosing the status of promotion of the Group's management based on compliance and related matters.

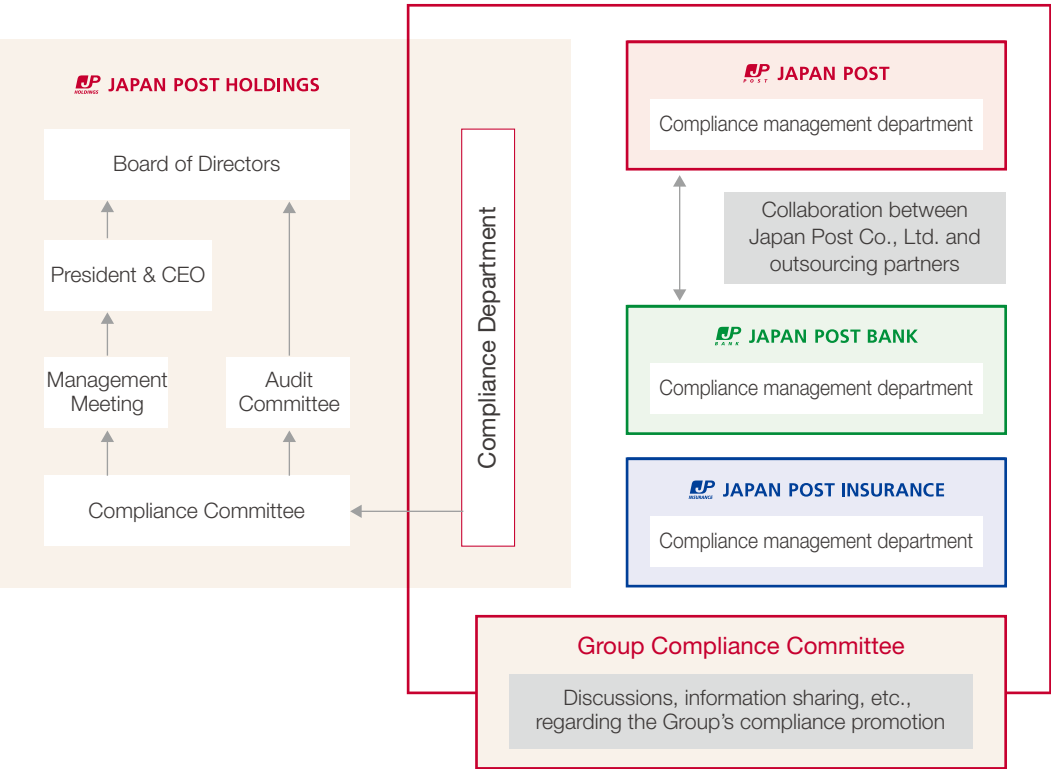
Japan Post Group compliance framework

The compliance department of each Group company has established a framework that oversees the promotion of compliance, and a compliance management department, which plans, proposes, and manages compliance promotion, has been established under the supervision of the director.

In addition, each Group company has established a Compliance Committee that provides advice to its Management Meeting to deliberate the policy for compliance promotion and response measures. The director in charge of compliance then reports important matters discussed by the Compliance Committee to the Management Meeting and the Board of Directors.

Furthermore, the Group Compliance Committee meets regularly to promote Group compliance through sharing and discussion of compliance-related issues and initiatives and to enhance the Group's compliance risk management through a risk-based approach.

Japan Post Group compliance framework



Group Company compliance framework

Japan Post Group companies have built a compliance framework as outlined below and promote compliance.

Line of reporting for compliance activities

Each Group company develops a line of reporting for compliance activities by establishing a compliance management department that is independent of departments related to business execution and by assigning a compliance officer responsible for promoting compliance, as well as compliance managers responsible for promoting compliance at all head office departments, regional offices, post offices, and branch offices.

Response to compliance violations and risks

Investigations are conducted promptly, mainly by the Compliance Department, when information concerning compliance violations or compliance risks is identified at any Group company. During such investigations, we clarify the facts and identify the root causes, so as to prevent a recurrence. We evaluate the compliance risks involved and take the necessary preventive measures. In this way, we display the organization's self-correcting function and ensure that business operations place the customer first.

Internal reporting system

To quickly identify and deal with compliance violations and the like, each Group company has established internal reporting hotlines within its compliance management department and at a designated external law firm. We have also set up an internal reporting hotline outside the Company exclusively for financial product sales.

Based on the recognition that employee feedback is an asset, and that the employees who provide the feedback are of value, our internal reporting system maintains confidentiality while investigating individual cases prior to initiating corrective measures. The reporting system is used for the early detection of potential risks and to improve operations, procedures, and the working environment.

In addition, an appeals board—a fair and neutral third-party organization—reviews appeals regarding the handling of reports and consultations. It makes recommendations for improving practices, thereby ensuring the proper operation of internal reporting and other such systems.

Compliance and related initiatives

Group companies each formulate an annual compliance program, specifying priority compliance items to be promoted, and designating a department responsible for each item.

The Compliance Management Department oversees and integrates compliance-related activities.

Compliance manual and related training

Each Group company prepares and distributes compliance manuals and compliance handbooks for use in training executives and employees. It also conducts various compliance-related training activities, in order for there to be a better understanding of legal and other matters, and to raise awareness of compliance.

Curbing money laundering, terrorism support, and proliferation financing

The Japan Post Group has formulated and implements a Group policy to halt corruption by preventing money laundering, the financing of terrorism, and proliferation financing. This it does in line with international demands as a priority issue. The Group is, thus, strengthening its promotion framework through a risk-based approach.

Japan Post Group IT Governance

The innovation and spread of information technology is a factor which greatly affects our corporate value, and we recognize it as a major management risk. The Japan Post Group has established a highly effective IT governance system in order to respond appropriately to such an environment.

Group IT governance system

In the Japan Post Group Management Agreements, the Japan Post Group defines the basic matters for establishing and developing an IT governance system.

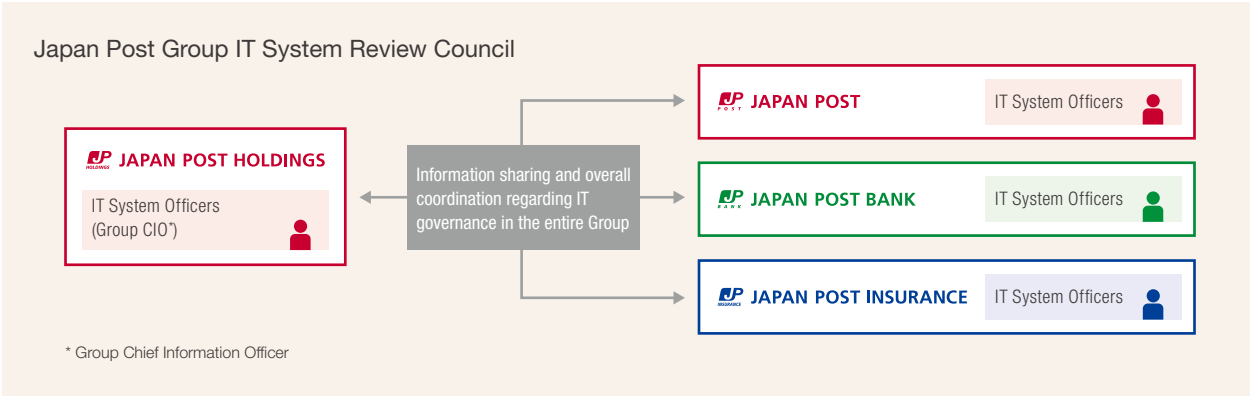
Based on these agreements, through the development and execution of an IT strategy, Group companies improve productivity, streamline management, minimize the risk arising from using IT, and ensure the soundness of Group management. In doing so, they realize the IT governance necessary to maximize corporate value.

Implementing effective IT governance

The Japan Post Group has set up the Japan Post Group IT System Review Council with members including the Chief Information Officer (CIO) of each Group company, with the purpose of IT sharing and overall coordination related to IT governance in the entire Group. Effective IT governance is implemented based mainly on the agenda items and report items below.

- Examine policies and measures related to IT governance in the entire Japan Post Group
- Study the direction, confirm impact, and adjust the development schedule of major IT system development
- Status of IT governance activities of the entire Group and four Group companies
- Reporting and sharing information on the operation status of major IT systems
- Other matters deemed necessary by members of the Review Council

IT Governance in the Japan Post Group



IT strategy to support group management

Aiming to realize a Co-creation Platform supporting customers and local communities, the Japan Post Group has established the following three IT strategies to support the promotion of Group-wide digital transformation (DX).

Promoting DX to create new value

- Provide new value to customers by integrating the real and digital worlds
- Provide customer-oriented, high-quality services through the Co-creation Platform

Providing an IT infrastructure that can respond agilely to a changing business environment

- Promote the creation of a comfortable workplace and improved productivity based on advanced technology and the social environment
- Build a new IT infrastructure that can respond flexibly by optimizing the system configuration

Promoting IT to restore trust in the Japan Post Group

- Support compliance through cross-Group data utilization
- Ensure security and peace of mind in the provision of various services and promotion of digitization by upgrading security levels



# Japan Post Group Cyber Security Measures

In response to the daily increasing advancement and sophistication of cyber attacks, the Japan Post Group has recognized the threat of cyber attacks as a serious risk, and has developed a system to deal with them.

We are working to safeguard and manage important information from damage such as information leaks and loss caused by cyber attacks and other related threats.

## Group cyber security system

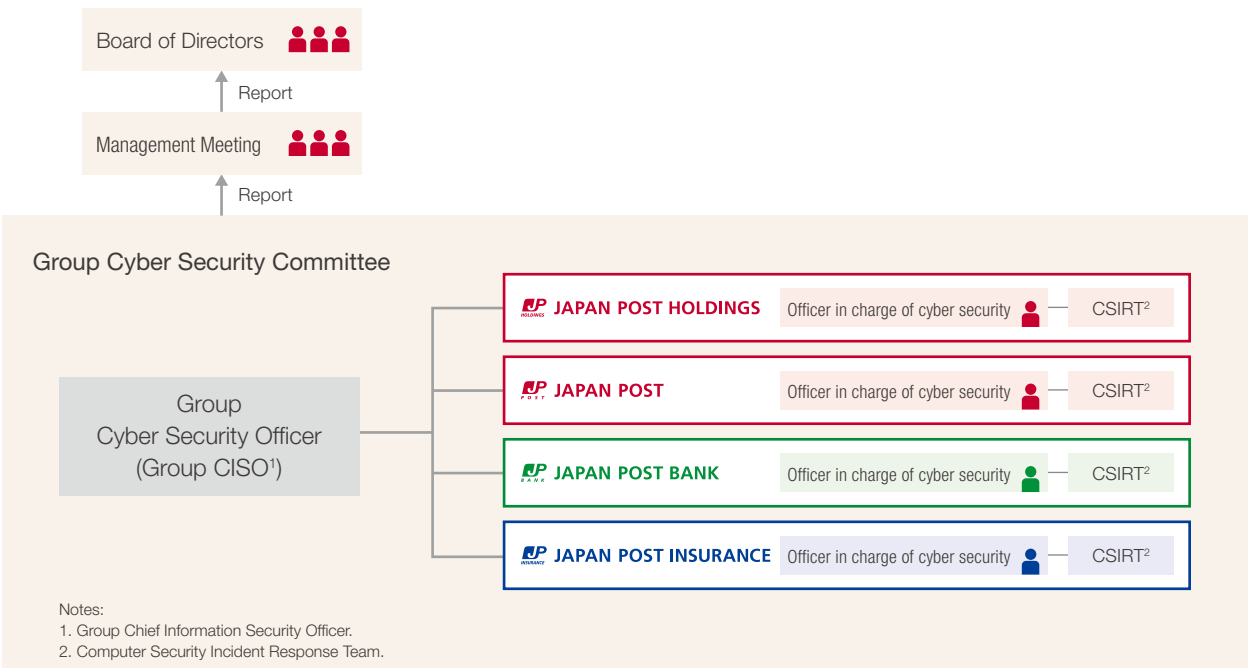
Under governance of the holding company Japan Post Holdings Co., Ltd., we have developed a cyber security management system for the Japan Post Group.

We have established the Group Cyber Security Committee consisting of executives in charge of cyber security from the four main Group companies of the Japan Post Group. The Committee develops Group cyber

security strategy and works to track, evaluate, and enhance the status of cyber security measures in Group companies.

In our system, executives in charge of cyber security at Japan Post Holdings oversee Group governance related to cyber security.

They regularly report on the status of cyber security efforts to the Board of Directors and management meetings.



## Efforts for cyber security measures by Japan Post Holdings

Defense in depth	In order to reduce the risk of malware attacks from outside the Company and unauthorized transfer of information from inside the Company, we have introduced multiple detection and defense mechanisms against unauthorized access and unauthorized programs, and are implementing multilevel countermeasures (defense in depth). The effectiveness of these defense measures is regularly evaluated by a third party.
Incident response system	We have developed an incident response system centered on CSIRT, so that when a cyber attack occurs, we can quickly find the cause and minimize the damage, and at the same time report it to management quickly. We are conducting response training for security incidents on a regular basis, and checking whether our incident response system is functioning effectively, while also working to improve the incident response capabilities of CSIRT staff and other employees. Additionally, we encourage obtaining certifications related to cyber security.
Education / Training	We conduct cyber security education and training for executives and employees, and are making efforts to improve security awareness among both executives and employees.
External collaboration	We collaborate with external organizations such as JPCERT/CC, the Nippon CSIRT Association, and the Metropolitan Police Department to share attack information and countermeasure trends. We strive to respond quickly to increasingly sophisticated cyber attacks on a daily basis.

# Japan Post Group Internal Audit System

The Japan Post Group has established an effective internal audit system at each Group company in order to ensure sound administration and proper operations aimed at building customers' trust. We are particularly focused on ascertaining the challenges identified by frontline employees at post offices and other such locations, as well as enhancing coordination among the Group's internal audit departments.

## Internal audit system framework

Based on the Japan Post Group Basic Policy on Internal Auditing, which outlines the basic views to internal audits conducted by each Group company, we have established an effective internal audit system framework befitting the nature of their businesses and the type and degree of risk.

Furthermore, based on the Japan Post Group Management Agreements, in addition to its own audit work, the Internal Audit Department of the holding company, Japan Post Holdings makes recommendations for improvement to the internal audit departments of Japan Post, Japan Post Bank, and Japan Post Insurance as necessary, and also conducts direct audits of those three companies.

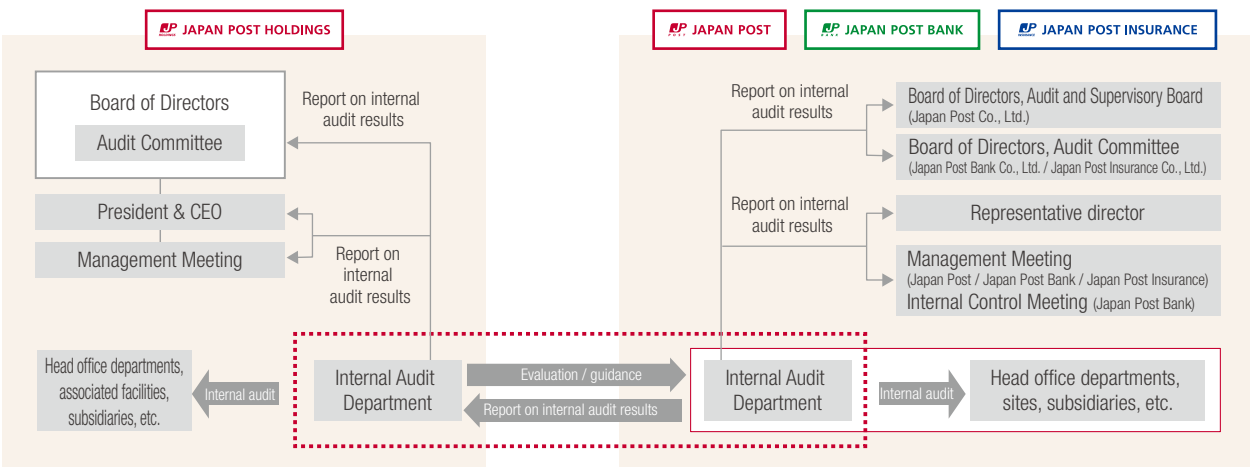
## Internal audit activities that contribute to management

The Internal Audit Department of each Group company verifies the status of management activities and internal control systems in order to achieve the objectives stated in the basic policy. These results of this verification and the status of any subsequent improvements are compiled and reported to the Board of Directors, representative executive officers, Audit Committee, and Audit and Supervisory Board, among others, to ensure that business improvements are made at each company.

In addition to individual verifications, we also work to conduct effective and convincing internal audits by

attending various meetings, collecting internal management materials, and conducting interviews with individual departments to ascertain and deepen our understanding of individual operations and initiatives on a daily basis.

Furthermore, to ensure that the PDCA cycle for improving the quality of internal audits is functioning properly, the Audit Committee and Audit and Supervisory Board evaluate the development and operation of internal audit functions, and we work to make continuous improvements.



- Implementation of internal audit activities based on the Japan Post Group Basic Policy on Internal Auditing
- Collaboration for effective internal audits that contribute to management

# Message from an Outside Director



## Greetings

I would like to express my sincere appreciation to everyone who supports the Japan Post Group. In line with its responsibility to deliver reliable and secure services to customers in every region of the country, the Group aims to grow sustainably while adapting to the changing times.

I was appointed as an outside director at Japan Post Holdings following my position as an outside director at Japan Post Co., Ltd. During my time at the latter company, I helped resolve workplace issues and was involved in risk management. I also took part in efforts to expand services and improve the administration and operations of the postal and domestic logistics businesses.

Now, at Japan Post Holdings, I am working to help raise its enterprise value in a number of ways, and am involved in the formulation of Group-wide strategies and measures to strengthen corporate governance and optimize its capital policy. Drawing on my experience at Japan Post, I hope to contribute to the development of the Group as a whole.

## Changing operating environment

In recent years, the Group's operating environment has been changing rapidly. More than ever, companies in Japan are expected to play a part in helping to develop digital technologies, address issues resulting

from the declining population, and reinforce sustainability. Against this backdrop, the Group must continue benefiting society and its customers by leveraging its nationwide network of workplaces, as it builds on the trust it has earned over many years.

Due to the growing use of email and online communication, the volume of letters, postcards, and other mail items handled by our postal and domestic logistics business has been declining. At the same time, the widespread use of e-commerce websites has led to an increase in demand for parcel deliveries. In response to these changes, we must make use of digital technologies to increase the speed and convenience of delivery services, while steadily improving operational efficiency.

In addition, responding to consumers' increasingly diverse lifestyles, the banking business has been shifting from providing services mainly at its outlets to using websites and mobile apps to offer more convenient financial services.

In my view, the Group as a whole should improve the community-based financial services it offers, while leveraging its network of post offices. I can only hope this matter will see repeated discussion at Board of Directors' meetings.

## Return on equity

Given the Group's goal of increasing its enterprise value and ensuring sustainable growth, return on equity (ROE) is an important performance indicator. Compared with other listed companies in Japan, the ROE

posted by Japan Post Holdings was low as of the date of publication of this report. From it one can grasp the characteristics of the Group's operations and the capital structure of its financial business.

The comparatively low level of ROE is the result of three factors: a management policy that prioritizes the use of low-risk assets in the financial business; the declining profitability of the postal and domestic logistics business; and challenges faced by Japan Post Holdings in raising capital efficiency. The Japan Post Holdings does not directly operate any businesses due to its holding company structure, which makes it hard for management both to increase capital efficiency and boost profitability across the Group.

As an outside director, I intend to help ensure management transparency, verify that measures for increasing the level of ROE are being properly implemented, and discuss this with management. I believe that raising the level of ROE should not be limited to the short term, and that growth strategies must be carried out from a long-term perspective. I hope to contribute to the Group's efforts to generate steady profits and raise its levels of ROE and enterprise value, so that it can meet the expectations of shareholders and other stakeholders.

## Corporate governance and enterprise value

It is essential that any company's management strengthens its corporate governance. In particular, companies that have major obligations to the public, such as have those in the Group, are expected to properly manage risks and ensure full management transparency. As an outside director, I have been providing advice on how to ensure sound management and increase enterprise value.

It is also important to promote environmental, social, and governance managerial practices. In a bid to reduce its environmental impact, the Group has been expanding its fleet of electric vehicles and making use of renewable energy sources.

In addition, I have been providing the Group with advice concerning its goal of motivating all employees to work with pride by promoting diversity and inclusion. Doing so fosters a workplace environment that allows diverse employees to thrive.

## Private financial information

In the previous fiscal year, it was reported that private financial information of the Group's customers had been used without their consent. This raises the question of whether management is fully committed to our customers. Using customers' private financial information, with their consent, is an accepted way of offering products and services based on their needs, and can lead to greater customer satisfaction.

That said, we have confirmed instances of customers having been invited to visit post offices to discuss products and services without their having consented to the use of their private information. This has not only led to a loss of trust among customers, but has had a negative impact on the Group's corporate governance.

As an outside director, in my ongoing discussions with managers and executives I will be asking them to set up, and strictly comply with, transparent sales practices and will call for their greater accountability to customers. I also want to create more opportunities to hear the opinions of sales staff, and so serve as a bridge between them and management.

## Disposition of Japan Post Bank shares

Japan Post Holdings recently sold a portion of its shares in Japan Post Bank Co., Ltd., marking a major turning point in the Group's management strategy. Decisions on how to use the resulting proceeds will be of considerable consequence to the Group's future.

The proceeds should be used to raise the Group's enterprise value over the long term, rather than to generate short-term profits. The Group needs to upgrade its logistics networks, expand online financial services, and invest in new businesses if it is to grow sustainably. In my role as an outside director, I will put forward highly effective ways of using the proceeds from the disposition, while helping ensure management transparency.

## In conclusion

The Japan Post Group will continue engaging with customers as it adapts to societal changes. To this end, it is important that all members of staff approach their work with pride and a sense of mission. I intend to focus my energy on helping build a better future together with all employees.

I look forward to your continued support.



# Japan Post Group Corporate Governance

## Basic Views

Japan Post Holdings shall develop the corporate governance structure of the Japan Post Group based on the following concepts, with a view to ensuring sustainable growth of the Japan Post Group and creating corporate value over the medium to long term.

- 1. Japan Post Holdings shall continue to create new convenience for customers and pursue the provision of high-quality services, while generating consistent value by providing universal services of the Japan Post Group's three core businesses through the Japan Post Group's post office network.
- 2. Fully recognizing its fiduciary responsibility to its shareholders, Japan Post Holdings shall give consideration to appropriately secure rights and equal treatment of shareholders.
- 3. Japan Post Holdings shall place emphasis on dialogue with all stakeholders including customers and shareholders with an aim to ensure appropriate collaboration and sustainable coexistence. To this end, Japan Post Holdings shall strive to secure management transparency and commit to appropriate disclosure and provision of information.
- 4. Japan Post Holdings shall carry out swift and decisive decision-making and business execution under the effective supervision of the Board of Directors, in order to promptly cope with changes in the social and economic environment and meet the expectations of all stakeholders.

These basic views on corporate governance and our corporate governance framework are set forth in our Japan Post Holdings' Basic Policy on Corporate Governance.

\* For more information, please refer to the following website. <https://www.japanpost.jp/en/group/governance/>

Japan Post Holdings will continue to enhance internal controls and strive to enhance corporate governance of the Japan Post Group from this perspective.

## Group operation and management structure

Japan Post Holdings has concluded agreements on the Japan Post Group's operation and management (hereinafter, "Japan Post Group Management Agreements") with and between Japan Post, Japan Post Bank, and Japan Post Insurance on the Japan Post Group's common philosophy, policies, and other basic matters concerning Group management, thereby setting up a system to facilitate mutual collaboration and cooperation as well as exerting synergistic effects among the Japan Post Group companies.

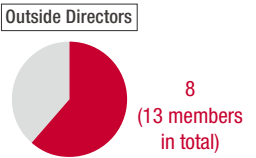
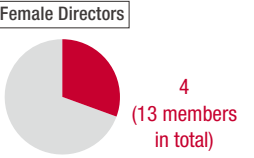
In addition, Japan Post is required to give prior approval or report on matters which must be done in order to conduct Group operations in a smooth and appropriate manner, as well as matters which require management based on laws and regulations. The two financial subsidiaries (Japan Post Bank and Japan Post Insurance) are required

to give prior consultation or reports for the purpose of securing the independence of the two finance corporations, and the Group is promoting consolidated management as a Group and working to ensure appropriate governance.

Moreover, in accordance with the Japan Post Group Management Agreements, the Group Steering Committee was established to discuss and share a common understanding of important matters concerning Group management among the management of the Japan Post Group companies for the purpose of promoting effective and efficient operation of the Japan Post Group. In addition, the Group CxO system has been introduced, and Group CxOs have been appointed from among the executives of Japan Post Holdings to implement cross-organizational adjustments and provide advice of the Group.

## Characteristics of the Board of Directors

(As of July 1, 2025)

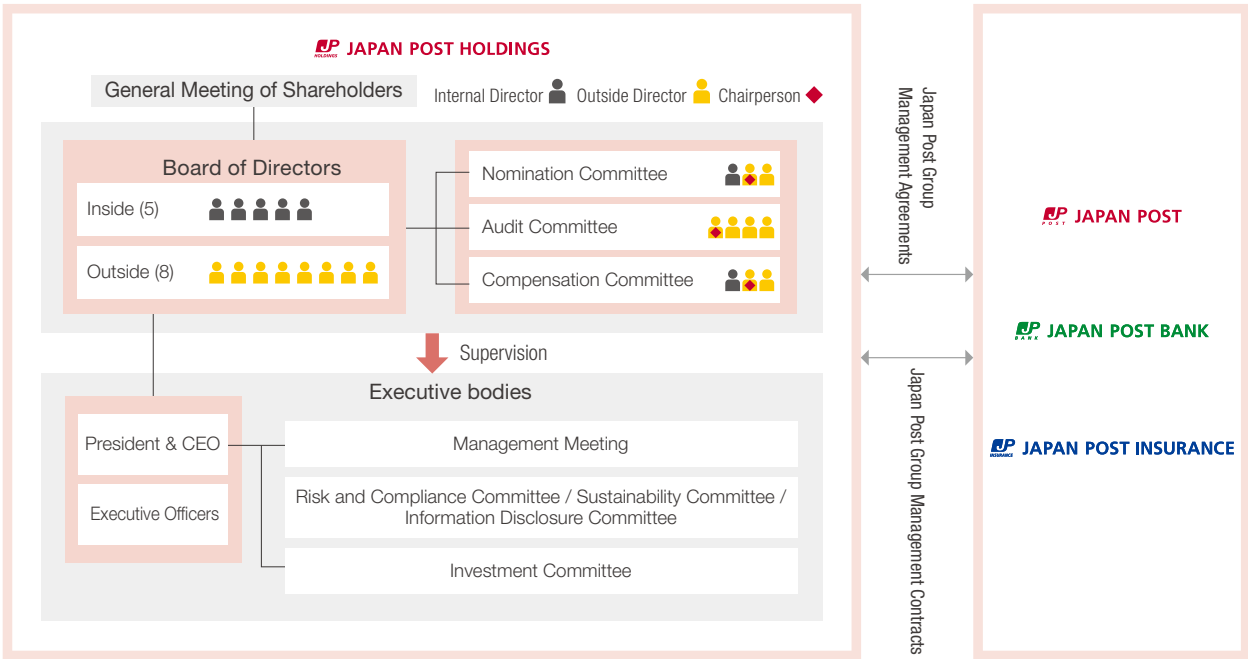
Characteristic (1)	Characteristic (2)	Characteristic (3)	Characteristic (4)
Company with nomination committee, etc.	The majority of the Board are outside directors	Putting diversity into practice	Implementation of Board of Directors' effectiveness evaluation
Japan Post Holdings has adopted the system of a company with nomination committee, etc., and separates the Board of Directors engaged in vital decision-making and supervision from the business execution based on such decisions, thereby increasing the flexibility in management and establishing the management supervision structure of the Group governed by the Board of Directors. The nomination, compensation, and audit committees have at least three members each, the majority of which are independent officers.	The Board of Directors consists of 13 directors (up to 20 as defined in the Articles of Incorporation), of which the majority (8 directors) are independent outside directors. 	The Board of Directors consists of diverse directors, who have a wealth of knowledge, experience, and insight. 	Every year, the Board of Directors confirms the opinions of each director regarding the Board of Directors' meetings, then analyzes and evaluates the effectiveness of the Board of Directors overall, and discloses an overview of the results, using them to improve operation of the Board of Directors.

## Overview of committees

Japan Post Holdings has adopted a board committee structure with three committees.

	Role and Structure (As of July 1, 2025)	Operation Status in FY2024 (Fiscal Year Ended March 31, 2025)	Meetings in the FY2024 (Average Attendance Rate)
Board of Directors	The Board of Directors, comprised of 13 Directors (including eight Outside Directors), determines matters such as the basic management policy required by relevant laws and regulations, as well as the matters relating to the important execution of duties, and supervises the execution of duties by Directors and Executive Officers.	In FY2024, the Board of Directors received reports on the management issues of each Group company, as well as the progress of JP Vision 2025+ announced in May 2024, Group earnings performance, risk management, the state of compliance and internal audits, and progress on sustainability.	12 times (99%)
Nomination Committee	The Nomination Committee, comprised of three Directors (including two Outside Directors), submits proposals to the General Meeting of Shareholders concerning the election and dismissal of Directors.	The Nomination Committee met five times in FY2024, and deliberated and decided on the candidates for the Board of Directors and the skill matrix of candidates for the Board of Directors. It also discussed the succession plan for the Representative Executive Officer, President & CEO.	Five times (100%)
Compensation Committee	The Compensation Committee, comprised of three Directors (including two Outside Directors), establishes the policy for determining the amount of compensation for each Director and Executive Officer, and determines the amount for individual officers on the basis of this policy.	The Compensation Committee met eight times in FY2024, and decided on individual compensation for Directors and Executive Officers and performance-linked compensation for Executive Officers. In addition, we discussed the compensation system for Directors and Executive Officers, which led to the introduction of a performance-linked bonus system and a review of the stock compensation system.	Eight times (100%)
Audit Committee	The Audit Committee consists of four Directors (including four Outside Directors), who audit the execution of duties by Directors and Executive Officers, audit the establishment and operation status of the internal control system, audit the validity of methods and results of auditing of financial statements by accounting auditors, and make audit reports. They also decide on the content of proposals submitted at the General Meeting of Shareholders regarding the election, dismissal, and non-reappointment of accounting auditors.	In FY2024, audits focused mainly on the following points based on the audit policy and audit plan established by the Audit Committee. 1. Establishment and operation of internal control system (1) Compliance framework, (2) risk management framework, (3) IT governance and cyber security, (4) appropriate disclosure and investor relations activities, internal control to ensure proper consolidated accounting and financial reporting, (5) internal control. 2. Progress of the medium-term management plan The Audit Committee regularly reported these audit activities to the Board of Directors, shared information with Directors who are not members of the Audit Committee, and expressed its opinions at meetings of the Board of Directors or to departments related to business execution as necessary.	18 times (100%)

## Japan Post Holdings Corporate Governance System



Note: The number of members on the Board of Directors shall be an appropriate number of no more than 20, as stipulated in the Articles of Incorporation, and, in principle, the majority shall be composed of independent officers.

Skill matrix of directors

The Board of Directors shall recognize effective supervision of Executive Officers from an independent and objective standpoint as one of their major roles and responsibilities.

The Board of Directors shall be diversely comprised of Directors with a wealth of knowledge and experience as well as deep insight to fulfill the

appropriate supervisory function toward the realization of sustainable growth of the Group and generation of corporate value over the medium to long term.

The following table represents the key skills and experience possessed by each Director.

Position	Name	Key Skills and Experience						
		Corporate Management	Legal Affairs/ Compliance	Financial Affairs/ Accounting	Human Resources/ Labor Management	IT/DX/ Technology	Business Knowledge (Logistics, Finance, Insurance, etc.)	Community Contribution/ Public Policy/ Sustainability
Director	NEGISHI Kazuyuki		√				√	√
	IIZUKA Atsushi	√		√			√	√
	TANIGAKI Kunio	√	√				√	√
	KASAMA Takayuki	√					√	√
	KOIKE Shinya				√		√	√
Outside Director	KAIAMi Makoto		√		√			
	SATAKE Akira	√	√	√			√	
	SUWA Takako	√				√		√
	ITO Yayoi					√	√	√
	OEDA Hiroshi	√		√	√			√
	KIMURA Miyoko	√					√	√
	SHINDO Kosei	√			√			√
	SHIONO Noriko	√					√	√

Note: The table above does not show all the skills and experience of each Director.

Reason for Selection of Each Item in the Skill Matrix

Skill	Reason for Selection
Corporate management	Experience and skills related to corporate management are important in making appropriate management decisions in the Group's diverse business environments, in formulating medium- to long-term management plans, and in performing governance functions.
Legal/compliance	Experience and skills related to the legal and compliance fields that support the corporate management foundation are important in earning the trust of stakeholders, including shareholders, in sustainable growth, and in improving corporate value.
Financial affairs/accounting	Experience and skills in the fields of financial affairs/accounting are important in building a stable financial platform, in maintaining the soundness of management, and in promoting sustainable growth investment.
Human resources/labor management	Experience and skills in the fields of human resources/labor management are important in encouraging the autonomy and creativity of employees, who are the source of sustainable growth, and in using human capital to the greatest extent, as these lead to strengthening the management foundation.
IT/DX/technology	Experience and skills in the fields of IT/DX/technology are important in building systems and information platforms that support efficient business operations and in promoting the integration of real and digital assets to respond to rapid technological changes.
Business knowledge (logistics, finance, insurance, etc.)	Experience and skills in the fields of business (logistics, finance, insurance, etc.) are important in understanding issues and business opportunities unique to different industries and in fulfilling the oversight function of Directors in the Group's diverse business environments.
Community contribution/public policy/ sustainability	Experience and skills related to community contribution/public policy/sustainability are important in promoting business activities aimed at development and issues resolution for local communities and in achieving sustainable growth and improving corporate value through the Group's ideal Co-creation Platform that supports both customers and local communities.

Evaluation of effectiveness of the Board of Directors

► Method of evaluation

At Japan Post Holdings, a questionnaire was sent to Directors, and through the questionnaire and discussions at meetings of Outside Directors, an evaluation of effectiveness based on self-assessment by Directors was conducted.

► Evaluation results

Although the functionality and effectiveness of the Board of Directors has been improving year by year, in light of compliance issues that came to light in fiscal 2024, we have assessed that there are issues with the Board's monitoring function.

The Board of Directors were given early and multiple opportunities to fully discuss progress on the Group's medium-term management plan JP Vision 2025+ announced in May 2024, and other of the Company's priority management issues.

On the other hand, we have found that there are some instances in which the Board of Directors has been insufficient in monitoring the status of business execution or providing Directors with vital information necessary for the exercise of its supervisory function, and we believe that there is still room for improvement.

With regard to the agenda of the Board of Directors' meetings, there were ongoing innovations, such as the Chairman of the Board of Directors reporting all the regular matters to the Board of Directors after providing

explanations in advance with other members, and we believe that these have been helpful in stimulating discussion.

We also provided opportunities for Outside Directors to visit the front lines and exchange opinions with our employees, in addition to which we held study sessions on the current status and issues of our business, which we believe have helped to deepen their understanding of the Group's operations.

Regarding future issues to be addressed, we believe it is necessary to implement measures to enhance the monitoring function of the Board

of Directors. Additionally, we will expand opportunities for our Directors to deepen their expertise, enabling Outside Directors to effectively fulfill their roles.

To address these issues, we will work to improve our reporting framework for effective monitoring of implementation, clarify targets and KPIs, ensure appropriate progress reporting including responses to regulatory authorities, and enhance Directors' frontline visits and study sessions.

Independence criteria of Outside Directors

All 10 Outside Directors have been designated as independent executives having been deemed as meeting the Standards for Designating Independent Directors of Japan Post Holdings Co., Ltd. defined by

Japan Post Holdings and being Outside Directors who have no risk of conflicts of interest with general shareholders, as defined by the Tokyo Stock Exchange.

Standards for Designating Independent Directors of Japan Post Holdings Co., Ltd.	
Japan Post Holdings Co., Ltd. shall designate independent officers as specified by the Tokyo Stock Exchange among those who do not fall under any of the following categories. 1. Person who has been a person who executes business (hereinafter referred to as "executive") of the Japan Post Group 2. Party for whom the Japan Post Group is a major business partner, or an executive (or other) thereof 3. Major business partner of the Japan Post Group, or an executive (or other) thereof 4. Member, partner or employee of the independent auditor of the Japan Post Group 5. Consultant, accounting expert or legal expert who receives or has received a large amount of monetary consideration or other property from the Japan Post Group, in addition to compensation as a director (if the recipient of the said consideration is a corporation, partnership, or other organization, a person who is or was a member of the organization) 6. Major shareholder of Japan Post Holdings (if the shareholder is a corporation other than the government, an executive (or other) thereof)	7. Executive (or other) of a corporation in which Japan Post Holdings is a major shareholder 8. Major creditor of the Japan Post Group, or an executive (or other) thereof 9. Spouse or relative within the second degree of kinship of the following persons (excluding those who are not significant persons) (1) Persons in categories 1 to 8 above (2) Executives of subsidiaries of Japan Post Holdings 10. Executive (or other) of another company in which an executive (or other) of the Japan Post Group serves as an outside officer 11. Person who receives a large amount of donations from the Japan Post Group (if the recipient of the said donations is a corporation, partnership, or other organization, an executive (or other) thereof, or an equivalent person)  Note: Please visit the following website for details. <a href="https://www.japanpost.jp/en/group/governance/pdf/02_08.pdf">https://www.japanpost.jp/en/group/governance/pdf/02_08.pdf</a>

Training of Directors and support system for Outside Directors

► Training of Directors

Japan Post Holdings provides opportunities for Directors to deepen their understanding and acquire necessary knowledge about such things as the Japan Post Group's businesses, issues to be addressed, and management strategies by proactively creating opportunities to discuss urgent issues of the Japan Post Group, so that Directors may properly fulfill the roles and responsibilities expected of them.

► Support system for Outside Directors

Japan Post Holdings has developed an operation system for Outside Directors with consideration for the coordination of a flexible annual

schedule, accurate provision of information as necessary, adequate advance explanation of proposal contents, and securing of time for preliminary consideration and question-asking by the Board of Directors to ensure smooth and effective operation of the Board and improve the effectiveness of supervision by Outside Directors. In addition, Japan Post Holdings has established the Office of the Board of Directors to streamline the deliberation and reporting processes of the Board of Directors and check on the progress of resolutions made by the Board, as well as to support management and ensure communication and coordination with Outside Directors to conduct Board of Directors' meetings effectively and efficiently.

Policy on appointment of Directors

► Scale and composition of candidates for Directors

The Nomination Committee nominates diverse Director candidates with different types of expertise and experience while taking into consideration the balance of the Board of Directors as a whole. The number of Director candidates shall be an appropriate number of no more than 20, as defined in the Articles of Incorporation, and as a rule the majority shall be composed of independent Outside Director candidates.

► Internal Directors

The Nomination Committee nominates people who meet the following conditions as Internal Director candidates of Japan Post Holdings.

- (1) Has expertise in the business of Japan Post Holdings.
- (2) Has superior ability in management judgment and management execution.

- (3) Has superior ability in leadership, determination, foresight, and planning.
- (4) Has an appropriate personality and insight as a Director.
- (5) Has no health problems when performing duties as an Internal Director.

► Outside Directors

The Nomination Committee nominates people who meet the following conditions as Outside Director candidates of Japan Post Holdings.

- (1) Has knowledge of a specialized field, such as corporate management, legal affairs, financial affairs/accounting, human resources/labor management, information technology etc., and has achieved appropriate results in these specialized fields.
- (2) Has an appropriate personality and insight as a Director.
- (3) Has no health or operational problems when performing duties as an Outside Director.



The Reasons for Nominating Outside Directors

Name	Reasons for Election
KAIAMI Makoto	KAIAMI Makoto furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Audit Committee, based on his many years' experience in the legal profession, including serving as President of Tokyo District Court, and also based on his experience and knowledge as a legal expert, developed throughout his career. The Company elected him as an Outside Director given expectations that he will supervise and check the management of the Company. He has not been involved in corporate management other than as an Outside Director and Outside Audit and Supervisory Board Member, but we consider him to be able to perform the duties of Outside Director of the Company for the reasons stated above.
SATAKE Akira	SATAKE Akira has many years' experience on the management team of business corporations, having served as Director and Executive Vice President of Sumitomo Precision Products Co., Ltd., after having held other key positions including those in business divisions and finance divisions at SUMITOMO CORPORATION. He has also developed greater insight into the Group's businesses, having assumed the positions of Outside Director and member of the Audit Committee of Japan Post Insurance Co., Ltd., a major subsidiary of the Company, in June 2019. He furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Audit Committee, based on his insight related to fields such as finance and accounting, developed throughout his career, and also based on his extensive experience and knowledge in corporate management. The Company elected him as an Outside Director given expectations that he will supervise and check the management of the Company.
SUWA Takako	SUWA Takako has many years' experience on the management teams of business corporations as Representative Director of Daiya Seiki Co., LTD., which engages in precision metal machining and manufacturing. She has also developed greater insight into the Group's businesses, having assumed the position of Outside Director of Japan Post Co., Ltd., a major subsidiary of the Company, in June 2018. She furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Audit Committee, based on her insight related to fields such as the technology domain, developed throughout her career, and also based on her extensive experience and knowledge in corporate management. The Company elected her as an Outside Director given expectations that she will supervise and check the management of the Company.
ITO Yayoi	ITO Yayoi has been engaged in management planning and IT strategy business at NTT DATA Corporation, one of Japan's major telecommunication companies, and YAMATO HOLDINGS CO., LTD., a logistics company, etc. over many years. She furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Audit Committee, based on her extensive experience and knowledge in logistics industry and IT field, etc. developed throughout her career. The Company elected her as an Outside Director given expectations that she will supervise and check the management of the Company. She has not been involved in corporate management other than as an Outside Director, but we consider her to be a suitable candidate to perform the duties of Outside Director of the Company for the reasons stated above.
OEDA Hiroshi	OEDA Hiroshi has many years' experience on the management teams of business corporations, having served in positions that include Director and President, etc. of Nisshin Seifun Group Inc. and Nisshin Flour Milling Inc., which are Japan's largest flour milling companies. He furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Compensation Committee, based on his extensive experience and knowledge in corporate management developed throughout his career. The Company elected him as an Outside Director given expectations that he will supervise and check the management of the Company.
KIMURA Miyoko	KIMURA Miyoko started the business of ASKUL Corporation as one of the founding members. She has many years' experience on the management teams of business corporations, having served in positions that include Representative Director and President of ASUMARU Corporation, a subsidiary of ASKUL Corporation, and Director of ASKUL Corporation and KING JIM CO., LTD., and currently serves as Representative Director, President of KING JIM CO., LTD. She furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors, based on her insight related to fields such as the marketing domain developed throughout her career, and also based on her extensive experience and knowledge in corporate management developed. The Company elected her as an Outside Director given expectations that she will supervise and check the management of the Company.
SHINDO Kosei	SHINDO Kosei has many years' experience on the management teams of business corporations, having served in positions that include Representative Director and President and Representative Director and Chairman, etc. of NIPPON STEEL CORPORATION, which is Japan's leading steel company. He furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors and Nomination Committee, based on his extensive experience and knowledge in corporate management developed throughout his career. The Company elected him as an Outside Director given expectations that he will supervise and check the management of the Company.
SHIONO Noriko	SHIONO Noriko has many years' experience on the management teams of business corporations, having served in positions that include Representative Director and President of SSP Co., Ltd., Konami Sports & Life Co., Ltd. (currently Konami Sports Co., Ltd.), and Widex Japan, a medical device manufacturer. She furnishes opinions and recommendations that are beneficial to management of the Company, particularly at meetings of the Board of Directors, based on her insight related to fields such as the marketing domain, developed throughout her career, and also based on her extensive experience and knowledge in corporate management. The Company elected her as an Outside Director given expectations that she will supervise and check the management of the Company.

Compensation system for Directors and Executive Officers

With regard to compensation of the Directors and Executive Officers of Japan Post Holdings, the Compensation Committee has set a Policy to Determine Content of Compensation for Individual Directors and Executive Officers, and the amount of compensation is determined in accordance with this policy.

► Compensation system

- When serving concurrently as a Director and Executive Officer, compensation shall be paid as an Executive Officer.
- Directors of Japan Post Holdings shall be paid a fixed amount of compensation according to their duty, based on the scope and size of their responsibility for management.

- Executive Officers of Japan Post Holdings shall be paid basic compensation according to their duty (fixed amount compensation), bonuses as short-term incentives, and stock compensation as medium- to long-term incentives (non-performance-linked and performance-linked), as a mechanism that functions as a sound incentive to promote sustainable growth.

In addition, Directors or Executive Officers of Japan Post Holdings who simultaneously serve as a Director, Auditor, or Executive Officer of a Japan Post Group company shall be paid compensation by the company where that Director or Executive Officer mainly executes business.

► Indicators of performance-linked compensation, the reason for selecting those indicators, and the method for deciding the amount of performance-linked compensation

1. Performance-linked monetary compensation (annual bonus)

With regard to short-term performance-linked monetary compensation (annual bonus) paid to Executive Officers, it is calculated by multiplying a standard amount for their position and their corresponding responsibilities by a coefficient based on individual performance evaluation and a variable payout rate based on the achievement status of management plans, etc.

Individual evaluations are made by individually evaluating the results and status of initiatives in the business that the Executive Officer is responsible for. With regard to indicators related to Company performance, in order to enable comprehensive judgment of the degree of achievement of management, indicators are set from multiple different categories. These indicators have been selected as appropriate for the Company's business format and content. The financial indicators include consolidated net income attributable to Japan Post Holdings, consolidated ordinary income ratio. The non-financial indicators include sustainability indicators (employee engagement score, ratio of female managers in the head office, status of implementation of initiatives to reduce GHG emissions, and status of improvement in the ratings by ESG assessment organizations), progress of the medium-term management plan, and occurrence of serious clerical accidents and misconduct in the Group and operation of compliance systems.

In addition, the Company has a system that allows for recovery of all or part of the bonus amount paid to Executive Officers (claw back) in the event of a serious misconduct or violation by an Executive Officer eligible for payment of a bonus.

2. Performance-linked stock compensation

With regard to performance-linked stock compensation paid to Executive Officers, after the end of the last fiscal year of the medium-term management plan, Executive Officers will be awarded points based on the standard number of points for their position and corresponding responsibilities, multiplied by a variable payout rate arrived at based on the degree to which they have met the performance targets in the medium-term management plan.

The performance targets, which are the basis for determining the payout rate, are based on the medium- to long-term targets and indicators set forth in the medium-term management plan such that stock compensation functions as a sound incentive to enhance corporate value and achieve sustainable growth over the medium to long term. Currently, ROE (based on shareholders' equity), which is one of the key indicators in the current medium-term management plan, has been adopted as the performance target.

Additionally, the Company has a system that allows for a reduction or cancellation (malus) of the number of points used as the basis for calculating the number of shares granted to relevant Executive Officers in the event of a serious misconduct or violation by an Executive Officer eligible for payment.

It should be noted that we have not established a policy for determining the payment ratio of performance-based compensation non-monetary compensation, or other forms of compensation.

Type of Compensation	Indicators Related to Company Performance		Payout Rate Fluctuation Range	Goals	FY2024 Results	Payout Rate per Indicator
Performance-linked monetary compensation (annual bonus)	Net income attributable to Japan Post Holdings		0%–45%	At least ¥280,000 million	¥370,564 million	45%
	Consolidated ordinary income ratio		0%–40%	At least 6.738%	7.10%	30%
	Sustainability indicators	Employee engagement score	0%–5%	3.31 pts	3.39 pt	5%
		Ratio of head office female managers	0%–5%	17.90%	18.00%	5%
		Implementation status of greenhouse gas emissions reduction measures	0%–5%	100% implementation of measures	100% implementation	5%
		Status of improvement in ESG rating agency evaluations	0%–5%	Number of institutions with improved ratings > Number of institutions with reduced ratings (out of 3 rating institutions)	Improved evaluation by 3 institutions	5%
	Progress of the medium-term management plan JP Vision 2025		0%–25%	Each initiative under JP Vision 2025+ is generally progressing as planned.		15%
	Occurrence of serious clerical accidents and misconduct in the Group and operation of compliance systems		-30%–0%	Cases of inappropriate use of non-public financial information at post offices, solicitation of insurance products before approval, and failure to perform roll call procedures were discovered.		-20%
					Total	90%

Type of Compensation	Indicators Related to Company Performance	Payout Rate Fluctuation Range	Goals (At the End of the Medium-term Management Plan Period)	Results for FY2024 (Reference Value)	Payout Rate (Reference Value)
Performance-linked stock compensation	ROE (based on shareholders' equity)	0–120%	Approx. 4%	4.40%	100%

Note: Evaluation and payout rate determination will take place after the end of the current medium-term management plan period (through March 2026). The results and payout rates in the table above are calculated as of the end of the fiscal 2024, and are listed for reference.

► Total amount of compensation for each executive category, total amount by type of compensation, and number of Executive Officers

Classification	Total Amount of Compensation	Total Amount by Type of Compensation				Number of Persons
		Monetary Compensation		Non-monetary Compensation		
		Non-performance-linked Compensation	Performance-linked Compensation	Non-performance-linked Compensation	Performance-linked Compensation	
		Fixed Compensation	Annual Bonus	Stock Compensation	Stock Compensation	
Directors (excluding Outside Directors)	—	—	—	—	—	—
Executive Officers	¥945 million	¥624 million	¥162 million	¥78 million	¥80 million	28
Outside Directors	¥140 million	¥140 million	—	—	—	11

- Notes:
- No compensation as a Director is paid to those who concurrently serve as a Director and Executive Officer.
  - Three Directors serve concurrently as Directors and Executive Officers of major consolidated subsidiaries, but they have not been paid compensation as Directors of Japan Post Holdings for the period that they belonged to a major consolidated subsidiary and only executed business of a major consolidated subsidiary. The total amount of compensation received by those three Directors from major consolidated subsidiaries is ¥117 million.
  - Twenty-four Executive Officers serve concurrently as Directors or Executive Officers of major consolidated subsidiaries, seven of whom have not been paid as Executive Officers of Japan Post Holdings for the period in which they belonged to a major consolidated subsidiary and executed business of a major consolidated subsidiary. The total amount of compensation received by those six Executive Officers from major consolidated subsidiaries is ¥183 million.
  - Performance-linked compensation, etc. shows the amount recorded as expenses in the current fiscal year. In principle, at the end of each fiscal year, the Company books the amount expected to be incurred in the relevant fiscal year as an expense as a reserve, and reverses the relevant reserve at the time of retirement (when benefits are paid).
  - There are no retirement benefits for Directors.

Policy equity

► Holding policy for policy equity

- 1. Japan Post Holdings shall be able to acquire and hold shares of listed companies that are judged to contribute to the medium- to long-term improvement of the corporate value of the Japan Post Group for reasons other than net investment, such as strengthening business alliances (hereinafter, referred to as "policy equity").
- 2. Every year, the Board of Directors shall verify the aim and rationality of holding policy equity that is held by Japan Post Holdings, taking into account medium- to long-term economic rationality and future prospects, and disclose the content of this verification.
- 3. With regard to the exercise of voting rights on policy equity, Japan Post Holdings shall decide how to vote on proposals having individually examined whether each proposal conforms to Japan Post Holdings' holding policy, and whether it can be expected to help ensure the efficient and sound management of the company in question, and improve its corporate value.

► Methods of verifying the rationality of holding policy equity and results of verification by the Board of Directors

When verifying the policy equity held by Japan Post Holdings, every year the Board of Directors verifies the aim and rationality of holding policy equity that is held by Japan Post Holdings, taking into account medium- to long-term economic rationality and the future prospects, and discloses the content of this verification.

As a result of the Board of Directors conducting a review as described above in April 2025, it was confirmed to be appropriate to continue holding two brands of policy equity held by Japan Post Holdings.

Primary legal regulations

In conducting its business, the Japan Post Group is subject to various legal regulations such as those described below.

(1) Regulations based on the Postal Act and other laws

Under the Postal Act, our business is subject to regulations specific to a business unlike that of other companies, such as postal agreements, an authorization system for business consignment, and a uniform nationwide fee system.

(2) Regulations based on the Banking Act and the Insurance Business Act

The two financial businesses of the Japan Post Group are subject to financial business regulations based on the Banking Act and the Insurance Business Act, including capital adequacy ratio and solvency margin regulations. As a major shareholder of a bank (since June 2025) and an insurance company (since June 2021), Japan Post Holdings is also subject to financial regulations, including supervision

by the Financial Services Agency under the Banking Act and the Insurance Business Act.

Based on the Banking Act, as a banking agency and affiliated bank of Japan Post Bank, Japan Post is not permitted to conduct business other than as set forth by law without approval from the Prime Minister. In addition, it is subject to such regulations as the obligation for separate management, the obligation to explain banking agency services it engages in to customers, and the prohibition of certain activities such as making definitive claims. Based on the Insurance Business Act, as an insurance solicitor and affiliated insurance company of Japan Post Insurance, Japan Post is subject to such regulations as the obligation to provide explanations for customers and the prohibition of certain activities such as providing false explanations.

Licensing Required by Law

License	Related law	Company	Expiration date	Reasons for cancellation, etc.
Bank Holding Company Authorization	Article 52-9, Paragraph 1 of the Banking Act	Japan Post Holdings Co., Ltd.	None	Article 52-15, Paragraph 1 of the Banking Act
Insurance Company's Major Shareholder Authorization	Article 271-10, Paragraph 1 of the Insurance Business Act	Japan Post Holdings Co., Ltd.	None	Article 271-16, Paragraph 1 of the Insurance Business Act
Bank Agency Authorization	Article 52-36, Paragraph 1 of the Banking Act	Japan Post Co., Ltd.	None	Article 52-56, Paragraph 1 of the Banking Act
Life Insurance Solicitor Registration	Article 276 of the Insurance Business Act	Japan Post Co., Ltd.	None	Article 307, Paragraph 1 of the Insurance Business Act
Banking Business License	Article 4, Paragraph 1 of the Banking Act	Japan Post Bank Co., Ltd.	None	Article 26, Paragraph 1; Article 27; and Article 28 of the Banking Act
Insurance Business License	Article 3, Paragraph 4 of the Insurance Business Act	Japan Post Insurance Co., Ltd.	None	Article 132, Paragraph 1; Article 133; and Article 134 of the Insurance Business Act

(3) Regulations specifically applicable to the Japan Post Group

Japan Post Holdings and Japan Post are required to receive authorization from the Minister for Internal Affairs and Communications to engage in new businesses, solicit shares, elect or dismiss Directors (Japan Post Holdings only), and formulate business plans, based on the Act on Japan Post Holdings Co., Ltd. and Act on Japan Post Co., Ltd., respectively (however, only notification of new businesses to the Minister for Internal Affairs and Communications is required for Japan Post).

Since the Company notified the Minister of Internal Affairs and Communications that it had disposed of one-half of its share holdings in Japan Post Bank and Japan Post Insurance, those two financial subsidiaries are required to notify the Prime Minister and the Minister for Internal Affairs and Communications based on the Postal Service Privatization Act when engaging in new businesses, conducting mergers, splitting companies, or transferring and receiving businesses, and are also required to take special care not to impede proper competition with other financial institutions or the appropriate provision of services to users when conducting its business.

Japan Post Bank may not in itself have banks as subsidiaries and neither may Japan Post Insurance have insurance companies as subsidiaries. In addition, the two financial institutions are subject to regulations different from other companies in the same industry, such as deposit limit regulations in the banking business and subscription limit regulations in the life insurance business.

(Reference) Maximum deposit amounts in Japan Post Bank

Under the Postal Service Privatization Act, Japan Post Bank restricts the amount of deposits that can be accepted from a single depositor, except for transfer savings equivalent to checking deposits. (Article 107 of the Postal Service Privatization Act, Article 2 of the Postal Service Privatization Act Enforcement Ordinance)

- A. Regular savings... ¥13 million
- B. Fixed savings (Fixed amount savings and fixed term savings. Includes postal savings deposited before postal service privatization (taken over by the Organization for Postal Savings, Postal Life Insurance and Post Office Network) but excludes C.)... ¥13 million
- C. Property fixed amount savings, property pension fixed amount savings, and property housing fixed amount savings... ¥5.5 million in total

(Reference) Enrollment limit at Japan Post Insurance

Insurance policies for Japan Post Insurance have limits defined by the Postal Service Privatization Act and related laws regarding the amount of insurance that an insured person can be enrolled for (insurance limit amount). (Article 137 of the Postal Service Privatization Act, Articles 6, 7, and 8 of the Postal Service

Privatization Act Enforcement Ordinance)

If the insured person has subscribed to a postal life insurance policy since before postal service privatization, then the enrollment limit is the difference of the policy amount of their postal life insurance policy subtracted from the following amounts.

- A. Enrollment limit of the basic policy insurance amount
  - i. When the insured person is 15 years old or younger: ¥7 million
  - ii. When the insured person is 16 years old or older: ¥10 million (the insurance amount of special endowment insurance for insured persons who are 55 years old or older, in combination with regular fixed term insurance, is ¥8 million)  
However, if the insured person is age 20 to 55, this limit can be up to ¥20 million under certain conditions (such as when there is an insurance policy that has passed four or more years since enrolling). The limit for specific endowment insurance is ¥5 million regardless of age.
- B. Enrollment limit amount for pension (excluding nursing care pension)  
¥900,000 annually (amount of basic pension in the first year)  
(Excluding the amount for the insured person who is the spouse in marital pension insurance, as well as marital insurance with marital pension insurance.)
- C. Enrollment limit of rider coverage
  - i. Security for having a disease or injury, or the state of a person caused by having a disease, death caused directly by having an injury, or similar such states... ¥10 million in total
  - ii. Security for treatment of the issues listed above... ¥10 million

Note: In addition to the enrollment limits stipulated by laws and regulations above, there are set restrictions on the amount of rider coverage that can be added depending on the type of insurance of the basic policy.

- D. Enrollment limit of total paid-in premiums  
Property savings insurance and property housing insurance... ¥5.5 million in total (In addition, there is a limitation on the total paid-in premium according to relevant laws and regulations regarding property-type insurance.)

(4) World Trade Organization (WTO): Government procurement rules

Japan Post Holdings, Japan Post, and the two financial institutions are successors to a state-owned enterprise. As such, they are required to comply with the rules on government procurement set forth in the WTO Agreement on Government Procurement and in other international agreements when procuring goods or services covered by those agreements.



Directors



NEGISHI Kazuyuki

Director and Representative Executive Officer, President & CEO  
Member of the Nomination Committee  
Member of the Compensation Committee

Number of shares held: 2,400 shares  
Newly appointed

Significant Concurrent Positions

Director of Japan Post Co., Ltd.; Director of Japan Post Bank Co., Ltd.; Director of Japan Post Insurance Co., Ltd.

Career Summary

April 1994 Joined the Ministry of Posts & Telecommunications; April 2010 General Manager of Sales Promotion Department of Japan Post Insurance Co., Ltd.; April 2011 General Manager of Investment Planning Department of Japan Post Insurance Co., Ltd.; April 2012 General Manager of Corporate Planning Division of Japan Post Network Co., Ltd.; October 2012 General Manager of Corporate Planning Division of Japan Post Co., Ltd.; January 2014 Executive Manager for Planning of Corporate Planning Division of Japan Post Co., Ltd.; December 2015 Senior General Manager of Corporate Planning Division of Japan Post Co., Ltd.; April 2017 Executive Officer of Japan Post Co., Ltd.; April 2019 Senior Executive Officer of Japan Post Co., Ltd. Managing Executive Officer of the Company; April 2023 Managing Executive Officer, Director of Tokai Regional Office of Japan Post Co., Ltd.; April 2025 Managing Executive Officer of the Company; June 2025 Director and Representative Executive Officer, President & CEO of the Company (present); Director of Japan Post Co., Ltd. (present); Member of the Board of Directors of Japan Post Bank Co., Ltd. (present); Director of Japan Post Insurance Co., Ltd. (present)



IIZUKA Atsushi

Director and Representative Executive Officer, Senior Executive Vice President

Number of shares held: 900 shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 11/12 times (91.7%)

Significant Concurrent Position

Outside Director of TOENEC CORPORATION

Career Summary

April 1983 Joined Ministry of Finance; July 2011 Deputy Director-General of the Financial Bureau, Ministry of Finance; December 2012 Deputy Director-General of the Headquarters for Japan's Economic Revitalization, Cabinet Secretariat; July 2014 Deputy Director-General of the Financial Bureau, Ministry of Finance; July 2015 Director-General of the Tokai Local Finance Bureau; June 2016 First Deputy Commissioner of National Tax Agency; July 2017 Director-General of the Customs and Tariff Bureau, Ministry of Finance; November 2018 Adviser for Group CEO of Sompco Holdings, Inc.; January 2019 Chairman of Sompco Japan Nipponkoa Research Institute Inc. (currently Sompco Institute Plus Inc.); June 2020 Senior Managing Executive Officer of the Company (to June 2021); April 2021 Senior Managing Executive Officer of Japan Post Co., Ltd.; June 2021 Representative Executive Officer, Executive Vice President of the Company; June 2023 Director and Representative Executive Officer, Executive Vice President of the Company; Apr. 2024 Director and Representative Executive Officer, Senior Vice President of the Company (present)



TANIGAKI Kunio

Director

Number of shares held: 17,900 shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 12/12 times (100%)

Significant Concurrent Position

Director and President, CEO, Representative Executive Officer of Japan Post Insurance Co., Ltd.

Career Summary

April 1984 Joined the Ministry of Posts & Telecommunications; January 2006 Senior General Manager of the Company (in charge of Implementation Plan); October 2007 Senior General Manager of the General Affairs and Human Resources Department of the Company; June 2008 Executive Officer, Senior General Manager of the Corporate Planning Department of the Company; June 2009 Managing Executive Officer, Senior General Manager of the Corporate Planning Department of the Company; January 2013 Senior Managing Executive Officer of the Company; June 2016 Executive Officer and Executive Vice President of Japan Post Insurance Co., Ltd.; January 2017 Executive Officer and Executive Vice President of Japan Post Co., Ltd.; April 2019 Senior Managing Executive Officer of the Company; November 2021 Executive Officer and Executive Vice President of Japan Post Bank Co., Ltd.; June 2023 President, CEO, Representative Executive Officer of Japan Post Insurance Co., Ltd. (present); Director of the Company (present)



KASAMA Takayuki

Director

Number of shares held: 200 shares  
Number of years as director: One year  
Attendance at Board of Directors' meetings: 10/10 times (100%)

Significant Concurrent Position

President & CEO, Representative Executive Officer, Member of the Board of Directors of Japan Post Bank Co., Ltd.

Career Summary

April 1996 Joined The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited); December 1998 Joined IBJ Securities Co., Ltd., (currently Mizuho Securities Co., Ltd.); October 2000 Joined Goldman Sachs (Japan) Ltd.; January 2010 Managing Director of Goldman Sachs Japan Co., Ltd.; January 2011 Managing Director and Head of Credit Trading of Goldman Sachs, Japan Co., Ltd.; July 2013 CEO, Senior Portfolio Manager of GOLVIS INVESTMENT PTE. LTD.; November 2015 Managing Director (in charge of credit investments) of Japan Post Bank Co., Ltd.; June 2016 Managing Director, General Manager of Global Credit Investment Department, Investment Division of Japan Post Bank Co., Ltd.; May 2018 Senior Managing Director, General Manager of Global Credit Investment Department, Investment Division of Japan Post Bank Co., Ltd.; April 2020 Executive Managing Director (supervising bonds and credit) of Japan Post Bank Co., Ltd.; June 2020 Senior Managing Executive Officer of Japan Post Bank Co., Ltd.; June 2023 Director and Representative Executive Vice President of Japan Post Bank Co., Ltd.; April 2024 President & CEO, Representative Executive Officer, Member of the Board of Directors of Japan Post Bank Co., Ltd. (present); June 2024 Director of the Company (present)



KOIKE Shinya

Director

Number of shares held: 4,400 shares  
Newly appointed

Significant Concurrent Position

President and CEO (Representative Executive Officer) of Japan Post Co., Ltd.

Career Summary

April 1992 Joined the Ministry of Posts & Telecommunications; October 2007 General Manager of Operations Planning Division, Operations Headquarters of Japan Post Service Co., Ltd.; April 2009 General Manager of Personnel Division of Japan Post Service Co., Ltd.; August 2009 General Manager of Manpower Planning Office of Japan Post Service Co., Ltd.; April 2011 General Manager of General Affairs and Personnel Division of Japan Post Service Co., Ltd.; February 2012 General Manager of Personnel Systems Planning Division of Japan Post Service Co., Ltd.; October 2012 General Manager of Personnel Systems Planning Division of Japan Post Co., Ltd.; April 2013 Executive Manager for Planning of Marketing and Sales Division, Marketing and Sales Department, Postal Business Headquarters of Japan Post Co., Ltd.; April 2014 Executive Manager for Planning of Logistics Solution Division of Japan Post Co., Ltd.; April 2016 Senior General Manager of the Secretaries Office of the Company; September 2017 Senior General Manager of Postal Business Planning Division of Japan Post Co., Ltd.; April 2018 Executive Officer of Japan Post Co., Ltd.; April 2021 Senior Executive Officer of Japan Post Co., Ltd.; June 2024 Senior Executive Officer, Director of Kinki Regional Office of Japan Post Co., Ltd., Managing Executive Officer of the Company; June 2025 Director of the Company (present), President & CEO (Representative Executive Officer) of Japan Post Co., Ltd. (present)



KAIAMI Makoto

Outside Director  
Member of the Nomination Committee

Number of shares held: — shares  
Number of years as director: Five years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Audit Committee meetings: 18/18 times (100%)

Significant Concurrent Positions

Attorney; Outside Audit & Supervisory Board Member of SEIREN, Co., Ltd.; Outside Director of Tokyu Fudosan Holdings Corporation

Career Summary

April 1978 Appointed as a judge; April 2000 Division-head Judge of Tokyo District Court; July 2007 Associate Vice-Minister of Justice in charge of Litigation Affairs, Minister's Secretariat, Ministry of Justice; July 2009 Judge of Tokyo High Court; December 2009 President of Wakayama District / Family Court; January 2011 President of Nagano District / Family Court; November 2012 Division-head Judge of Tokyo High Court; July 2014 President of Tokyo Family Court; June 2015 President of Tokyo District Court; February 2017 Registered as Attorney (present); September 2018 Joined Otemachi Law Office (present); June 2020 Director of the Company (present)



SATAKE Akira

Outside Director  
Chairperson of the Audit Committee

Number of shares held: — shares  
Number of years as director: Five years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Audit Committee meetings: 18/18 times (100%)

Significant Concurrent Positions

None

Career Summary

April 1979 Joined SUMITOMO CORPORATION; April 2011 Executive Officer and General Manager of Planning & Administration Dept., Mineral Resources, Energy, Chemical & Electronics Business Unit of SUMITOMO CORPORATION; April 2013 Managing Executive Officer, General Manager of Finance Dept. of SUMITOMO CORPORATION; April 2016 Senior Managing Executive Officer of SUMITOMO CORPORATION; June 2017 Director and Senior Managing Executive Officer of Sumitomo Precision Products Co., Ltd.; June 2018 Director and Executive Vice President of Sumitomo Precision Products Co., Ltd.; April 2019 Advisor of SUMITOMO CORPORATION; June 2019 Outside Director of Japan Post Insurance Co., Ltd.; June 2020 Director of the Company (present)



SUWA Takako

Outside Director  
Member of the Compensation Committee

Number of shares held: 1,800 shares  
Number of years as director: Three years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Audit Committee meetings: 18/18 times (100%)

Significant Concurrent Positions

Representative Director of Daiya Seiki Co., LTD.; Outside Board Director of Nippon Television Holdings, Inc.

Career Summary

October 1995 Joined Unisia Jecs Corporation (currently Hitachi Astemo, Ltd.); April 2004 Representative Director of Daiya Seiki Co., LTD. (present); June 2018 Outside Director of Japan Post Co., Ltd.; June 2022 Director of the Company (present)



ITO Yayoi

Outside Director  
Member of the Audit Committee

Number of shares held: — shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Audit Committee meetings: 18/18 times (100%)

Significant Concurrent Positions

Outside Director of KANADEN CORPORATION; Outside Director and Audit and Supervisory Committee Member of NISHIMATSU CONSTRUCTION Co., Ltd.

Career Summary

April 1986 Joined NIPPON TELEGRAPH AND TELEPHONE CORPORATION; July 1988 Joined NTT DATA Communications Systems Corporation (currently NTT DATA Corporation); April 2008 Chief of Business Planning and Promotion Office, Public System Sector of NTT DATA Corporation; April 2016 Senior Business Development Manager of Enterprise Partner Sales Division of Microsoft Japan Co., Ltd.; February 2017 Senior Promotion Manager of Yamato Digital Innovation Center of YAMATO HOLDINGS CO., LTD.; June 2018 Senior Strategy Manager in charge of IT Strategy of YAMATO HOLDINGS CO., LTD.; May 2019 Managing Executive Officer of UNIZO Holdings Company, Limited; November 2020 Joined SG SYSTEMS CO., LTD.; April 2021 Executive Officer of SG SYSTEMS CO., LTD.; June 2023 Director of the Company (present)



OEDA Hiroshi

Outside Director  
Chairperson of the Compensation Committee

Number of shares held: 3,800 shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Compensation Committee meetings: 8/8 times (100%)

Significant Concurrent Positions

Special Advisor of Nisshin Seifun Group Inc.; Outside Director of EBARA CORPORATION; Outside Director of SEKISUI CHEMICAL CO., LTD.; Chairman of Hitotsubashi Daigaku Koenkai

Career Summary

April 1980 Joined Nisshin Flour Milling Inc. (currently Nisshin Seifun Group Inc.); June 2008 Executive Officer of Nisshin Seifun Group Inc.; Managing Director and Division Executive (Operations & Planning Division) of Nisshin Flour Milling Inc.; June 2009 Director of Nisshin Seifun Group Inc.; June 2010 Senior Managing Director and Division Executive (Operations & Planning Division) of Nisshin Flour Milling Inc.; April 2011 President of Nisshin Seifun Group Inc.; April 2012 Additionally appointed to Director and President of Nisshin Flour Milling Inc.; April 2015 Additionally appointed to Director and Chairman of Nisshin Flour Milling Inc.; April 2017 Director and Advisor of Nisshin Seifun Group Inc.; June 2017 Special Advisor of Nisshin Seifun Group Inc. (present); Director and President of Seifun-Kaikai; June 2023 Director of the Company (present)



KIMURA Miyoko

Outside Director  
Member of the Audit Committee

Number of shares held: 400 shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 12/12 times (100%)

Significant Concurrent Positions

Representative Director, President & CEO & General Manager, R&D Division of KING JIM CO., LTD.; Independent Outside Director, Audit and Supervisory Committee Member of ARE Holdings, Inc.

Career Summary

April 1988 Joined PLUS Corporation; May 1999 Joined ASKUL Corporation; February 2010 Representative Director and President of ASUMARU Corporation; August 2017 Director, Chief Marketing Officer (CMO), Executive Officer, Executive Officer of Life Creation Center Unit, B-to-C Company of ASKUL Corporation; March 2020 Director, Supervisor of Merchandising Unit, Chief Marketing Officer (CMO), Executive Officer of ASKUL Corporation; May 2021 Director in charge of branding, design, and supplier relations of ASKUL Corporation; September 2022 Director and Managing Executive Officer, General Manager of R&D Division of KING JIM CO., LTD.; June 2023 Director of the Company (present); September 2023 Director and Managing Executive Officer, General Manager of R&D Division and CMO of KING JIM CO., LTD.; September 2024 Representative Director, President & CEO & General Manager, R&D Division of KING JIM CO., LTD. (present)



SHINDO Kosei

Outside Director  
Chairperson of the Nomination Committee

Number of shares held: 10,000 shares  
Number of years as director: Two years  
Attendance at Board of Directors' meetings: 12/12 times (100%)  
Attendance at Nomination Committee meetings: 5/5 times (100%)

Significant Concurrent Positions

Senior Advisor of NIPPON STEEL CORPORATION; Outside Director of Tokio Marine Holdings, Inc.; Outside Director of Development Bank Inc.

Career Summary

April 1973 Joined NIPPON STEEL CORPORATION; June 2005 Director, General Manager of Corporate Planning Department of NIPPON STEEL CORPORATION; April 2007 Executive Officer, General Manager of Corporate Planning Department of NIPPON STEEL CORPORATION; April 2009 Executive Vice President of NIPPON STEEL CORPORATION; June 2009 Representative Director and Executive Vice President of NIPPON STEEL CORPORATION; October 2012 Representative Director and Executive Vice President of NIPPON STEEL & SUMITOMO METAL CORPORATION (currently NIPPON STEEL CORPORATION); April 2014 Representative Director and President of NIPPON STEEL & SUMITOMO METAL CORPORATION; April 2019 Representative Director and Chairman of NIPPON STEEL CORPORATION; June 2023 Director of the Company (to present); April 2024 Director and Senior Advisor of NIPPON STEEL CORPORATION; June 2024 Senior Advisor of NIPPON STEEL CORPORATION (present)



SHIONO Noriko

Outside Director  
Member of the Audit Committee

Number of shares held: 1,000 shares  
Number of years as director: One year  
Attendance at Board of Directors' meetings: 10/10 times (100%)

Significant Concurrent Positions

Outside Director of Kirin Holdings Company, Limited; Outside Director of Bengo4.com, Inc.

Career Summary

August 1983 Joined Japan New Media Co., Ltd.; January 1999 General Manager of Marketing Department of Federal Express Corporation; March 2001 Joined The Walt Disney Company (Japan) Ltd.; October 2002 Vice President of Marketing and Sales of The Walt Disney Company (Japan) Ltd.; February 2006 Vice President of Corporate Marketing of The Walt Disney Company (Japan) Ltd.; April 2008 General Manager of Marketing Division of SSP Co., Ltd.; March 2010 Representative Director and President of SSP Co., Ltd.; January 2012 Director and Vice President of Konami Sports & Life Co., Ltd. (currently Konami Sports Co., Ltd.); January 2014 Representative Director and President of Konami Sports & Life Co., Ltd.; May 2016 Director and Chairman of Konami Sports Club Co., Ltd.; October 2017 Representative Director and President of Widex Japan; January 2024 Advisor of Widex Japan; June 2024 Director of the Company (present)

# Stakeholder Engagement

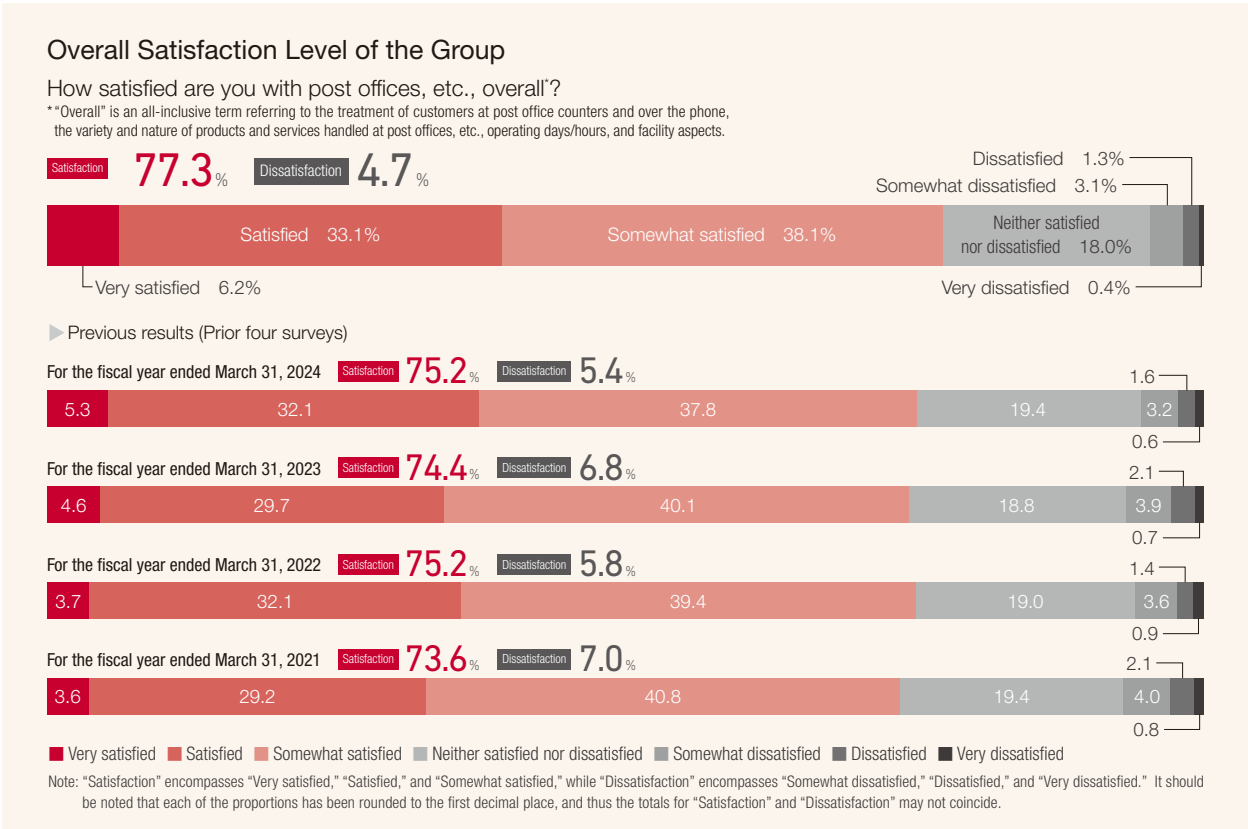
## Japan Post Group's customer satisfaction survey

In order to accurately identify the state of products and services from customers' viewpoints and respond to new demand, etc., a survey is conducted on customers' evaluations in terms of their level of satisfaction, their intent to use products and services, etc.

In addition, as an indicator to measure and analyze the details of improving customer satisfaction, the Japan Post Group uses NPS®.\*

For the purpose of further improving customer satisfaction, the Japan Post Group will continue to perform fixed-point observation and utilize the findings from the Group's customer satisfaction survey in management.

\* NPS: Net Promoter Score is a registered trademark of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.



## Management practices reflect customer feedback

Recognizing the value of customers' opinions and requests, the Group's employees creatively find ways to improve products and services, such as the following examples.

Company	Customers' Requests, Concerns	Improvements
Japan Post	"Please provide sheets of 50 simply designed ¥110 stamps since the price will change to that amount in October 2024."	Sheets of 50 ¥110 stamps featuring a simple greeting design went on sale on January 8, 2025.
Japan Post Bank	"I would like a more attractive design for my Japan Post Bank card."	The design of the cards has been simplified and made more stylish. In addition, customer information is mainly shown on the back of the card to improve security and safety.
Japan Post Insurance	"My mother is getting old, so I am worried about whether she will be able handle the procedures of her current insurance policy if she develops dementia."	Conditions were changed in October 2024 to allow a representative, designated in advance, to handle policy procedures if the policy holder is unable to continue handling the procedures of his or her policy due to dementia or other impairment (according to a diagnosis required from a medical doctor).

## Engagement with shareholders and investors

Basic Policy
The Japan Post Group Charter of Corporate Conduct states that, if the Group is to fulfill its obligations as an enterprise and maintain public trust, management of its operations must be fully transparent and information disclosure impartial. Accordingly, in order to ensure sustainable growth and raise its corporate value over the medium and long terms, the Group works to disclose accurate and impartial information to shareholders and investors, engage in constructive dialogue with them, while sharing their requests and other feedback throughout its management.

### Activities in the Fiscal Year Ended March 31, 2025

**Main respondents:** Director and Representative Executive Officer, President & CEO; Director and Representative Executive Officer, Senior Executive Vice President; Representative Executive Officer, Executive Vice President; IR Office, Corporate Planning Department

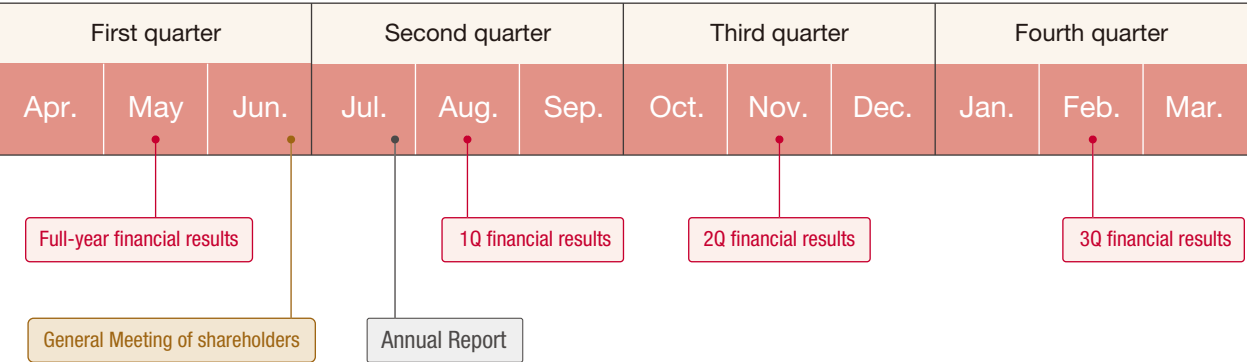
Activity	Detail
The 19th Annual General Meeting of Shareholders	Date: June 19, 2024
Individual Interviews with Institutional Investors and Analysts <sup>2</sup>	Overseas investors: 28 firms Domestic investors: 96 firms Securities analysts: 26 firms
Financial Results Conferences and Small Meetings for Institutional Investors and Analysts <sup>2</sup>	Meetings held: 8 Number of participants: 973
The 20th Annual General Meeting of Shareholders	Date: June 25, 2025

Notes:  
1. Positions as of April 1, 2025  
2. Cumulative number of participants and times

### Details of Discussion and Management Reflects Shareholder, Investor Feedback

Details of Discussion	Substance of Action
Main points discussed, topics of shareholder and investor interest	<ul style="list-style-type: none"><li>Confirmation of better return on equity, price-to-book ratio</li><li>Disclosure of capital policy following disposition of Japan Post Bank's shares</li><li>Consideration of shareholder return policies, share buybacks</li></ul>
Shareholder and investor feedback given to management and Board	<ul style="list-style-type: none"><li>Feedback submitted to Board twice annually</li><li>Feedback reports given to senior managers as needed</li></ul>
Action taken based on discussions with shareholders and investors	<ul style="list-style-type: none"><li>Steps taken to increase shareholder returns</li><li>Small meetings held for institutional investors</li><li>Broader information about human capital management is disclosed</li></ul>

### Schedule of Events for Shareholders and Investors





Dialogue with outside experts

On October 7, 2024, outside experts were invited to engage in a dialogue. Five experts provided us with evaluations of the Japan Post Group's main initiatives regarding sustainability, and on various opinions and recommendations concerning our future challenges and their expectations and requests for the Group.



Please refer to the details for the dialogue on the website.

<https://www.japanpost.jp/en/sustainability/sustainability-management/engagement.html>



Comments from external experts



**SEKI Masao**  
Visiting professor, The Open University of Japan

The Japan Post Group's sustainability actions have been improving year by year, especially with regard to the environment. Besides environmental actions, however, the Group needs to strengthen its societal activities.

Its Local Co-creation Initiative, which has been conducted for some time, is an excellent program that plays an important role in the sustainability and development of certain communities. The initiative also creates new business opportunities for the Group, while contributing to the development of human resources.

I hope that the Group will demonstrate even more leadership and strengthen collaboration with the government and civil society to help make Japan more inclusive. Today, companies are expected to ensure that human rights are respected. So, rather than just complying with regulations, the Group must find practical solutions for protecting people's human rights.

In addition, it is important that the Group disclose information about the outcomes of its initiatives, and use data to clearly explain how said outcomes impact society. That should help the Group raise its value overall.



**YOSHITAKA Mari**  
Visiting professor, College of Arts and Sciences, The University of Tokyo  
Specially Invited Professor, Faculty of Policy Management, Keio University  
Representative director, Virtue Design

The Japan Post Group needs to clearly define the material issues that are specific to its businesses. In the recently advocated Safe and Just Earth System Boundaries, the ability to sustain livelihoods in times of disaster, and to respond to regional challenges, fall under the category of "safe." Moreover, these are areas in which the Group can leverage its strengths.

In addition, using post offices to help revitalize regional industries, providing funds through investments, and advising small and medium-sized enterprises on business development are all possibilities. The Group might also consider creating opportunities for students from rural areas to contribute to their communities and local decarbonization projects. I hope the Group will help guide young people by making the most of its broad network of diverse customers.

Turning to sustainability in general, the Group must move from the stage of formulating policies, approaches, and objectives to actually executing them.

It is important that it have a real impact on society by drawing on its unique characteristics. To increase the ability of its organizations at the execution stage, in-house award programs and other measures for motivating employees can be effective.



**MANAGI Shunsuke**  
Professor, Department of Urban and Environmental Engineering, Faculty of Engineering, Kyushu University

I believe that the Japan Post Group's efforts to improve well-being are highly significant.

The Group is known for its inclusiveness and for supporting communities through its nationwide service network, and maintaining a presence even when other companies withdraw.

Setting key performance indicators based on quantitative data, and quantifying the intangible value of services and regions, enables the optimization of the Group's initiatives.

It is also a key role for the Group to collect data on regional value. By consolidating diverse regional data, the Group's initiatives can be streamlined and help fulfill accountability requirements.

Furthermore, quantitative measurements of employee well-being are essential for identifying necessary improvement actions. This is expected to motivate employees to aspire to management positions.

Implementing a series of small-scale trials over a set period is effective in fostering an organization that embraces new challenges without fear of failure.



**ADACHI Naoki**  
CEO, Response Ability, Inc.  
Secretary General, Japan Business Initiative for Biodiversity

Given Japan's declining birthrate, aging population, and shrinking rural communities, it is essential that those communities should become economically independent in order to remain sustainable.

The Group can partner with rural communities in efforts to rebuild their economies, using the natural resources of their regions. Amid worldwide aspirations to become nature positive by reversing nature loss and reducing impacts on biodiversity, efforts to revitalize primary industries, build green infrastructure, and offer experiential tourism are attracting attention.

Japan has made little progress in this regard, but Group could contribute greatly to such initiatives, because its network extends to rural communities nationwide. The mass production and mass consumption models of Japan's modern industrial era have not stopped people from leaving outlying regions for big cities. For this reason it is essential that businesses be created in rural communities and that a genuine co-creation platform be realized there. By seriously tackling regional revitalization, organizations across the country, including the Japan Post Group, can make big changes. It will be essential to create businesses in rural communities and realize a genuine Co-creation Platform.

By setting long-term goals and then working towards them using the backcasting method, the Group can clarify the direction it aspires to take and create an environment that encourages people to actively come up with ideas at the grassroots level.



**ICHIMORI Yasushi**  
Professor, Graduate Institute for Entrepreneurial Studies  
Joined the discussion remotely

Motivating employees to work with pride and satisfaction is an important element of the Group's Human Resources Policy. If successful, it will increase the contributions of employees to the Group's businesses and have a major impact on its overall performance.

Human capital management is being practiced Group-wide for the purpose of realizing strategies and continually increasing value. It is important to identify essential personnel and regularly verify their impact on corporate value by executing human resources plans. To build organizations that can adapt to change, the Group needs to support the independent career paths of employees and create conditions that encourage them to work with pride and satisfaction. Helping women, in particular, succeed in the workplace is essential for business to succeed.

Employees working on the front lines of services are also very important for organizational growth. Since their conduct and customer service have a major effect on their communities, measures must be ongoing to foster job satisfaction and pride in their work. That should contribute to building solid organizations.

Employee-president meetings

In an effort to foster an open corporate culture, the president of Japan Post Holdings meets regularly with employees of all Group companies across Japan for and exchange of ideas and opinions.

Participants discuss such topics as the Group's future vision and how best to improve services based on customer feedback. These meetings allow the broad sharing of management policies with employees, and reflect in management the feedback from workplaces.



Employees and the president hold a discussion at a meeting.

Scenes from previous meetings to exchange opinions can be viewed here.

<https://www.japanpost.jp/jp-group/> (in Japanese only)



Human rights due diligence in the supply chain

Since 2018, the Group has endorsed the Ten Principles of the United Nations Global Compact under the fundamental responsibilities in the areas of human rights, labor, the environment, and anti-corruption. Based on this policy, the Group has formulated the way of thinking for the Japan Post Group Procurement Activities and the Japan Post Group CSR Procurement Guidelines that specify concrete initiatives required of its suppliers. The Group also promotes procurement activities to consider its social responsibilities such as human rights, labor standards, and the environment across the entire supply chain

► Partnerships with suppliers

The Group and its suppliers have been working on its procurement activities to consider the global environment and regional communities, in accordance with the Group CSR Procurement Guidelines. The Group has conducted a survey of the suppliers on their CSR initiatives once a year since 2019, so that the Group understands their initiatives and strives for continuous improvement in CSR procurement activities together with suppliers.

For new suppliers, they are required to complete a questionnaire on human rights so that the Group understands their policy and status on human rights, and requests for working with us. The Group works to reduce human rights risks through these initiatives.

Overview of the Survey of Suppliers in Fiscal 2024	
Survey period	October 2024 to January 2025
Questionnaires used for the survey	UN Global Compact CSR Self-Assessment Tool
Number of suppliers requested to complete the survey	Total: 225 Japan Post Holdings: 65 Japan Post: 52 Japan Post Bank: 67 Japan Post Insurance: 41

► Efforts for improvement of human rights due diligence

The Group provides feedback to all suppliers who responded the survey on CSR procurement after compiling survey results. For suppliers identified as having issues based on the survey results, the Group conducts interviews with them, make discussions on their issues, and requests further improvement of their activities. The Group also asks them for improvement of activities not yet addressed by sharing best practices of other companies.

Even if issues are identified through the survey results, the Group does not immediately suspend or cancel transactions. The Group conducts interactive communication with suppliers so as to improve CSR activities of both parties.

Engaging with collection and delivery subcontractors

Japan Post has been taking steps to prevent a recurrence of a series of problems that arose in recent years concerning the collection and delivery of Yu-Pack parcels and other items outsourced to subcontractors.

- ① Between January and July 2023, certain post offices violated Japan's subcontractor law\* by charging excessively high penalties for mistaken deliveries and other problems, without providing sufficient explanation to the subcontractors, and collecting the penalty fees without the latter's consent.
- ② Between January 2021 and May 2023, certain post offices may have violated Japan's subcontractor law\* by rejecting subcontractors' requests for subcontracting fee increases, which were deemed necessary due to rising labor costs and other factors, without holding sufficient negotiations or any negotiations at all with the subcontractors.

\* The Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors (Act No. 120, 1956).

In response to matters concerning the penalties, Japan Post revised its rules and procedures in April 2025. Now, should a delivery-related problem occur, the relevant post office must meet with the subcontractor to determine the cause of the problem and discuss how to prevent a recurrence. It can request that the subcontractor improve the quality of their delivery services, and use the Company's penalty system if problems continue to occur without any signs of improvement, despite repeated efforts to improve quality.

In response to requests from subcontractors to raise subcontracting fees due to rising labor costs and other factors, since FY2022 Japan Post has been holding negotiations with all subcontractors once a year to review fees. The Company concluded agreements with all its subcontractors in FY2024.

Recognizing that partnerships with subcontractors are indispensable, Japan Post will continue responding constructively to any issues that arise, to ensure that its post office services are chosen by even more customers in the future.

# Business Overview

## Postal and Domestic Logistics Business

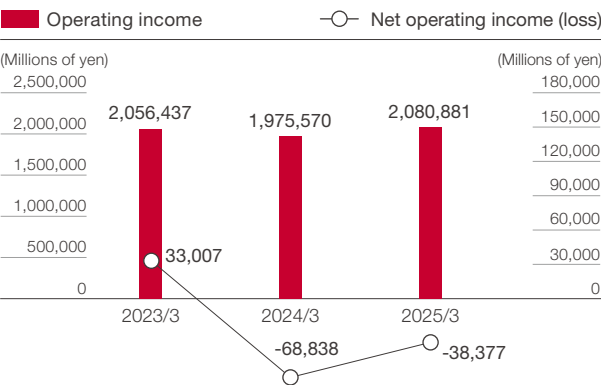
In addition to providing postal services at the fairest possible rates across Japan, Japan Post is commissioned by the Japanese government to sell documentary stamps and issue donation-type illustrated New Year's postcards. Japan Post provides Yu-Pack, Yu-Mail, and other parcel delivery services as well as logistics services from the design, proposal, and formation to operation of an optimal logistics strategy for customers in order to meet diverse customer needs in line with growth in the e-commerce market.

Financial results for the fiscal year ended March 31, 2025

In the postal and domestic logistics business, while the handling volume of Yu-Pack, Yu-Packet, and Yu-Mail increased, the amount of mail decreased. However, postal revenue increased thanks to rate revisions, resulting in ordinary income of ¥2,088,481 million (up ¥107,972 million year on year). Although we continued to implement cost control initiatives, ordinary expenses rose due to increases in personnel expenses and collection, transport and delivery transportation outsourcing costs, resulting in a net ordinary loss of ¥32,220 million (compared to an ordinary loss of ¥65,184 million in the previous fiscal year). In addition, operating income amounted to ¥2,080,881 million (up ¥105,310 million year on year) and net operating loss amounted to ¥38,377 million (compared to a net operating loss of ¥68,838 million recorded in the previous fiscal year) in the postal and domestic logistics business of Japan Post for the fiscal year ended March 31, 2025.

Note: From the beginning of the fiscal year ended March 31, 2025, Real Estate Business has been newly established as a reportable segment. The figures for the comparison with the end of the previous consolidated fiscal year are based on the reclassified figures accompanying the change in classification method.

Operating Income / Net Operating Income (Loss)



Strengths, Challenges, and Future Policy

Strengths	Challenges	Future Policy
<ul style="list-style-type: none"><li>Nationwide transport network capable of delivering to 30 million locations daily</li><li>Efficient delivery of small parcels utilizing motorcycle mobility for the last one mile of logistics</li><li>Consistently providing high-quality delivery service to our customers</li></ul>	<ul style="list-style-type: none"><li>Resource shifting from the postal business to the growing package delivery market</li><li>Be chosen by customers in the package delivery market, where competition is intensifying</li><li>Response to rising labor unit costs and escalating</li></ul>	<ul style="list-style-type: none"><li>Expanding parcel income with a focus on small parcels, in which Japan Post excels</li><li>Strengthening profitability by improving products and services and collaborations with other companies</li><li>Building efficient and resilient operations through DX and mechanization</li></ul>

## Post Office Business

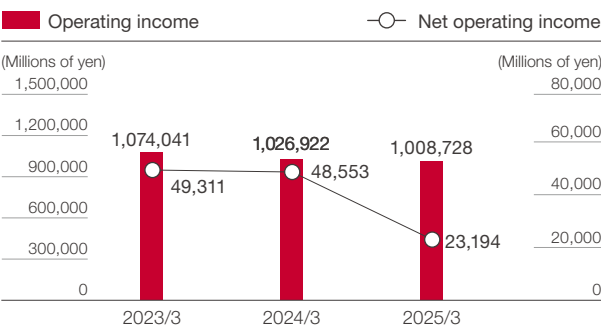
In addition to counter operations related to the postal and logistics business, we provide banking counter operations commissioned from Japan Post Bank Co., Ltd. and insurance counter operations commissioned from Japan Post Insurance Co., Ltd. as well as merchandise business, affiliated financial services, and administrative work commissioned from local governments at post offices nationwide, which serve as sales hubs for providing services to customers.

Financial results for the fiscal year ended March 31, 2025

In the post office business, due to ongoing decline in banking fees and insurance fees, ordinary income amounted to ¥1,010,197 million (down ¥17,695 million year on year). Ordinary expenses rose due to an increase in expenses despite a decrease in personnel costs, resulting in net ordinary income of ¥24,155 million (down ¥24,913 million year on year). In addition, operating income amounted to ¥1,008,728 million (down ¥18,193 million year on year) and net operating income amounted to ¥23,194 million (down ¥25,359 million year on year) in the post office business of Japan Post for the fiscal year ended March 31, 2025.

Note: From the beginning of the fiscal year ended March 31, 2025, Real Estate Business has been newly established as a reportable segment. The figures for the comparison with the end of the previous consolidated fiscal year are based on the reclassified figures accompanying the change in classification method.

Operating Income / Net Operating Income



Strengths, Challenges, and Future Policy

Strengths	Challenges	Future Policy
<ul style="list-style-type: none"><li>A post office network of over 24,000 locations throughout Japan</li><li>Provision of diverse products and services inside and outside the Group</li><li>Customer base based on which our services are used by many customers in their daily lives</li></ul>	<ul style="list-style-type: none"><li>Growing into a business of choice for customers</li><li>Response to a decrease in handling volume due to population decline and the switch to digital channels</li><li>Enhance the value of our post office network</li></ul>	<ul style="list-style-type: none"><li>Enhancing customer experience (CX) value by raising the skills of employees and utilizing Yu ID</li><li>Offering high-quality services by integrating face-to-face services with digital technology</li><li>Expanding products and services that match customer and regional needs</li></ul>

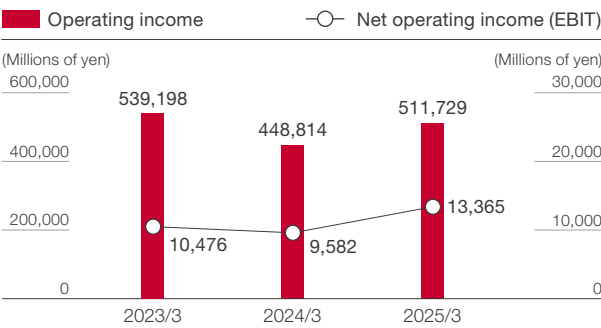
## International Logistics Business

The Toll Group, which operates mainly in Australia and Singapore, provides a full line of international freight forwarding services, chiefly import and export related to the Asia Pacific region, and other logistics services to sectors of natural resources and governmental operations as a 3PL provider in the Asia Pacific region including transport and warehousing services.

Financial results for the fiscal year ended March 31, 2025

In the international logistics business, ordinary income amounted to ¥512,847 million (up ¥62,824 million year on year) due to an increase in handling volume in the Global Forwarding business, and although ordinary expenses increased in line with the increase in revenue in the Global Forwarding business, net ordinary income amounted to ¥4,699 million (up ¥2,985 million year on year). In addition, operating income amounted to ¥511,729 million (up ¥62,915 million year on year) and net operating income (EBIT) amounted to ¥13,365 million (up ¥3,783 million year on year) in the international logistics business of Japan Post for the fiscal year ended March 31, 2025.

Operating Income / Net Operating Income (EBIT)



Strengths, Challenges, and Future Policy

Strengths	Challenges	Future Policy
<ul style="list-style-type: none"><li>With its international logistics network spanning around 150 countries worldwide, it is unique among Japanese logistics companies</li><li>Toll City is a logistics facility with state-of-the-art technology including precision temperature control and smart logistics control systems</li></ul>	<ul style="list-style-type: none"><li>Overcoming Australia-dependent management structure</li><li>Further improvement of profitability</li><li>Exercise of the synergy between Japan Post and Toll Holdings</li></ul>	<ul style="list-style-type: none"><li>Transition to an Asia-focused business model</li><li>Ongoing initiatives to improve the profit margin and cut costs</li><li>Sales strategy of capturing Japanese-affiliated multinational companies by collaborating with Japan Post</li></ul>

## Logistics-related initiatives

The logistics industry is facing various social challenges, including Japan's 2024 problem (shortage of truck drivers) and environmental issues (responding to carbon neutrality). To address these challenges, we will work with other companies to achieve the Japan Post Group's vision for a Co-creation Platform, thereby ensuring the sustainability of logistics services and improving customer service.

In May 2024, we announced a business partnership with the Seino Group, and by jointly operating long-haul transportation in which we carry each other's, we are working to improve transport efficiency and reduce environmental impact.

In addition, in April 2025, we successfully completed a tender offer for Tonami Holdings Co., Ltd. by JWT Co., Ltd. (scheduled to change its name to JP Tonami Group Co., Ltd.), a subsidiary of Japan Post Co., Ltd. By pursuing synergies with that company, which has strengths in long-haul transportation, we aim to create further added value by providing swift and detailed services as a unified group to meet diverse logistics needs.





## Banking Business

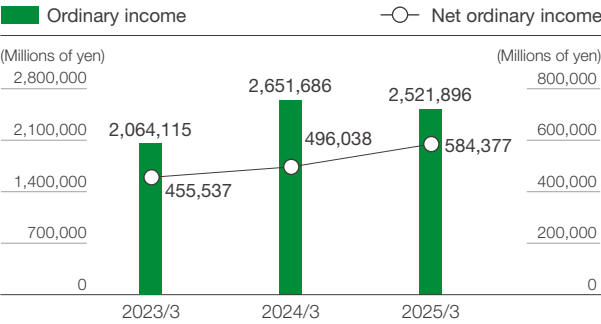
Business overview

Under the Banking Act, Japan Post Bank and its subsidiaries engage in the deposits, lending, securities investment, remittances, intermediary services including mortgages, and credit card businesses, as well as sales of JGBs, investment trusts, and insurance products.

### Financial results for the fiscal year ended March 31, 2025

In the banking business, ordinary income amounted to ¥2,521,896 million (down ¥129,790 million year on year) due to a decrease in gains from the sale from stocks and other securities for risk controls, despite an increase in income from foreign bond investment trusts, interest on government bonds, and interest on deposits with the Bank of Japan. Ordinary expenses decreased due to a decline in personnel expenses and various other cost reductions, and net ordinary income amounted to ¥584,377 million (up ¥88,338 million year on year).

### Ordinary Income / Net Ordinary Income



Note: The graph shows ordinary income and net ordinary income of the banking business of the Japan Post Group.

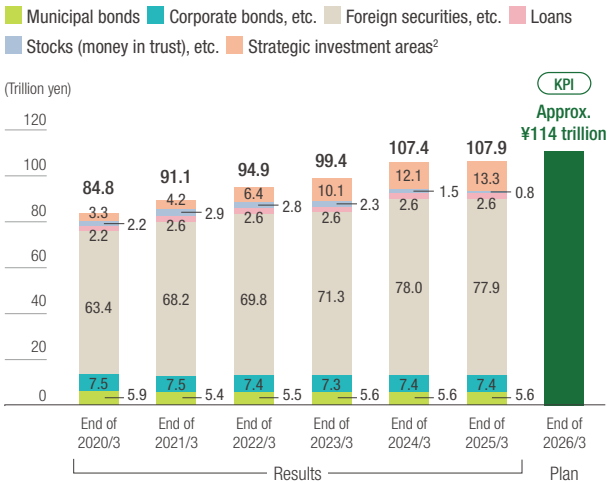
### Strengths, Challenges, and Future Policy

Strengths	Challenges	Future Policy
<ul style="list-style-type: none"><li>Japan's largest customer base</li><li>Most extensive and stable deposit base in Japan</li><li>Nationwide network</li><li>Diverse specialized human resources</li></ul>	<ul style="list-style-type: none"><li>Addressing changes in the domestic and international financial and economic environment</li><li>Addressing the progressive digitalization of society</li><li>Addressing Policy Plan for Promoting Japan as a Leading Asset Management Center and the new NISA system</li><li>Addressing management that is conscious of the cost of capital and stock price</li><li>Addressing sustainability management and human capital management</li></ul>	<ul style="list-style-type: none"><li>Transition to a new retail business by enhancing strategy for complementarity between the physical and digital channels</li><li>Pursue an optimal investment portfolio that combines yen interest rate assets with risk assets</li><li>Rejuvenate local economies and create new corporate value through Japan Post Bank's unique GP business</li><li>Strengthen the human capital, systems infrastructure, and internal management system that support the three businesses</li></ul>

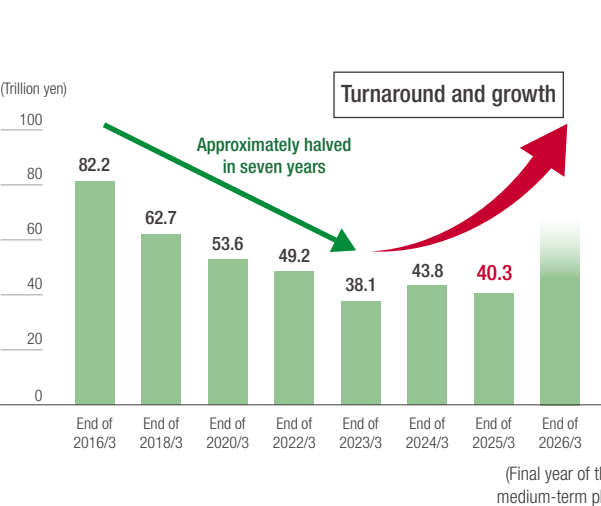
## Pursuing internationally diversified investment and rebuilding our yen interest portfolio

In addition to the risk assets in which we have traditionally focused our investments, we are rebuilding our yen interest portfolio by shifting investments from deposits to Japanese government bonds in response to the switch to an upward trend in yen interest rates. We will work to expand total revenue by striking a balance between the two.

### Risk Assets<sup>1</sup> Balance (Non-consolidated)



### JGB Holdings



Notes:  
1. Assets other than yen-interest-bearing securities (JGBs, etc.)  
2. Private equity funds, real estate funds (equity/debt), direct lending funds, infrastructure debt funds, etc. The balance of private equity funds and real estate funds, with the exclusion of certain assets, is based on market value from fiscal year ended March 31, 2023.

## Life Insurance Business

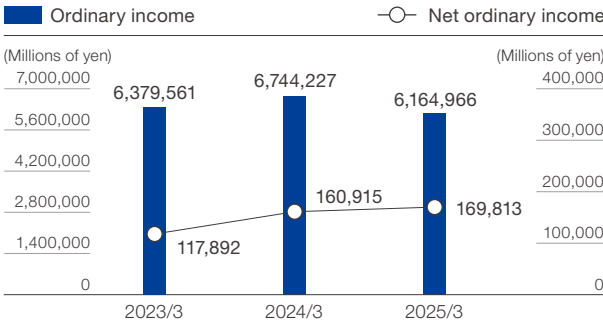
Business overview

Licensed and approved under the Insurance Business Act, Japan Post Insurance Co., Ltd. engages in the underwriting of life insurance and asset management business, including securities investment and loans. In addition to our own products, Japan Post Insurance branches also handle commissioned sale of other life insurance companies' products on commission. We have also entered into an operations consignment agreement with Japan Post to solicit our insurance products through its post offices.

### Financial results for the fiscal year ended March 31, 2025 (consolidated)

In the life insurance business, although insurance premiums increased thanks to factors such as the launch of lump-sum payment whole life insurance in January 2024, ordinary income amounted to ¥6,164,966 million (down ¥579,260 million year on year) due to factors such as a decrease in the reversal of policy reserves. However, net ordinary income amounted to ¥169,813 million (up ¥8,898 million year on year) thanks to a decrease in insurance claims and other payments resulting from a decrease in the number of policies in force.

### Ordinary Income / Net Ordinary Income



Note: The graph shows ordinary income and net ordinary income of the life insurance business of the Japan Post Group.

### Strengths, Challenges, and Future Policy

Strengths	Challenges	Future Policy
<ul style="list-style-type: none"><li>The Post Office brand</li><li>The Post Office network and human resources</li><li>Customer base</li><li>The power of our assets</li></ul>	<ul style="list-style-type: none"><li>Retain and expand customer base based on connections across life stages and generations</li><li>Grow into a sustainable and strong company that can secure stable revenue</li></ul>	<p><b>Further expansion of insurance products and services</b></p> <ul style="list-style-type: none"><li>Improving products to meet customer needs</li><li>Strengthening our sales force</li><li>Improving customer experience value through both face-to-face and digital means</li></ul> <p><b>Achieving greater depth and evolution of asset management</b></p> <ul style="list-style-type: none"><li>Asset management aimed at further growth of the positive spread</li><li>Strengthening of asset management capabilities and further advancement of collaborative strategies through alliances</li><li>Promotion of investments and loans with the warmth that is unique to Japan Post Insurance</li></ul> <p><b>Diversifying sources of revenue</b></p> <ul style="list-style-type: none"><li>Capturing revenue opportunities from overseas insurance markets</li><li>Capturing revenue opportunities from the asset management businesses</li><li>Capturing revenue opportunities from non-insurance domains</li></ul>

## Diversifying sources of revenue

Japan Post Insurance positions the diversification of sources of revenue through alliances and investments as one of the pillars of our growth strategies. At present, our primary focus is on capturing revenue opportunities in domains such as the overseas insurance markets and the asset management business.

We will continue to pursue further collaboration in life insurance (domestic, overseas, and reinsurance) and asset management businesses, while broadly exploring a wide range of domains with an affinity to the life insurance business where synergies and contributions to profit can be anticipated. In addition, through alliances with other industries, we will expand our involvement in life-event-related businesses across all age groups, and strive to increase connections with customers and enhance our insurance services.

### Basic Strategy for Alliances and Investments

**Growth exceeding our cost of capital (7–8%)**  
▶ Form alliances and make investments with companies expected to generate

**Focus is on life insurance and asset management business**  
▶ Expanding and growing domains of collaboration by taking advantage of existing alliances  
(K&R & Co. Inc., Global Atlantic Financial Group, Mitsui & Co., Ltd., and Daiwa Securities Group Inc.)

**Exploring new domains**  
▶ Affinity with the life insurance business  
▶ Synergistic effects  
▶ Contribution to profits

## Real Estate Business

Business overview

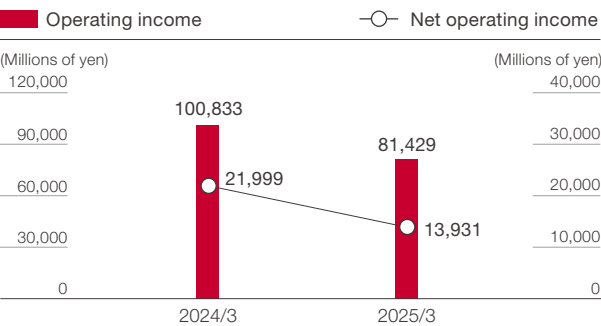
Following the privatization of the postal service in October 2007, one of the assets we inherited from Japan Post is the former Tokyo Central Post Office site (where JP Tower stands today), which is located in a highly commercial area. We develop such real estate owned by the Group by identifying markets for each property's usage and area, and engage in real estate operations such as leasing and management of office buildings commercial facilities, and housing, as well as condominium sales. We also work to carefully acquire various income-generating properties, such as elderly care facilities and logistics facilities, from outside the Group, and participate in urban redevelopment projects.

### Financial results for the fiscal year ended March 31, 2025

Owing to factors such as improved occupancy rates at rental properties and the recording of condominium sales revenues, the real estate business recorded ordinary income of ¥81,670 million (down ¥19,204 million year on year) and net ordinary income was ¥12,366 million (down ¥8,660 million year on year), with operating revenue amounting to ¥81,429 million yen (down ¥19,403 million year on year), and net operating income coming to ¥13,931 million (down ¥8,067 million year on year).

Note: From the beginning of the fiscal year ended March 31, 2025, Real Estate Business has been newly established as a reportable segment. The figures for the comparison with the end of the previous consolidated fiscal year are based on the reclassified figures accompanying the change in classification method.

### Operating Income / Net Operating Income



### Challenges, and Future Policy

Challenges	Future Policy
<b>Real estate owned by the Group</b> <ul style="list-style-type: none"><li>Ongoing trend of rising construction costs</li></ul> <b>Real estate outside the Group</b> <ul style="list-style-type: none"><li>Rise in prices of income-generating properties</li></ul>	<ul style="list-style-type: none"><li>Review development plans for large-scale properties</li><li>Engage in condominium sales (diversification of revenue sources)</li><li>Carefully acquire income-generating properties based on market conditions for their individual uses and in each area</li><li>Participate in urban redevelopment projects and joint ventures</li></ul>

## Major real estate under development (construction commenced)

### • The Landmark Nagoya Sakae



**Location:** Naka Ward, Nagoya City  
**Site area:** 4,870 m<sup>2</sup>  
**Total floor area:** Approx. 109,680 m<sup>2</sup> (planned)  
**Floors:** 41 above ground, 4 below ground  
**Primary use:** Offices, hotel, commercial facilities, etc.  
**Scheduled completion:** Fiscal 2025 (planned)

### • The Residence: MJR Kagoshima Chuo Station-Front (Formerly the Kyushu Branch's Kagoshima Office)



**Location:** Kagoshima City, Kagoshima Prefecture  
**Site area:** 5,080 m<sup>2</sup>  
**Total floor area:** Approx. 28,100 m<sup>2</sup> (planned)  
**Floors:** 14 above ground  
**Primary use:** Residential (for sale)  
**Scheduled completion:** Fiscal 2026 (planned)

### ► Other Real Estate under Development

Name	Location	Site Area (m <sup>2</sup> )	Total Floor Area (m <sup>2</sup> ) (Planned)	Floors	Primary Use	Scheduled Completion
Former Urawa-Tokiwa Company Housing (Park Homes Urawatokiwa Ryokusaitel)	Urawa Ward, Saitama City	1,300	2,950	6 above ground	Residential (for sale)	FY2025
Former Takami Company Dormitory (Proud Ikeshitatakami)	Chikusa Ward, Nagoya City	2,100	4,660	7 above ground	Residential (for sale)	FY2025
Former Okurayama Company Housing (Park Homes Okurayama The Terrace)	Kohoku Ward, Yokohama City	2,370	6,990	7 above ground	Residential (for sale)	FY2026
Neighboring site of the former Kyushu Branch's Kagoshima Office (The Garden: MJR Kagoshima Chuo Station-Front)	Kagoshima City	2,990	15,190	14 above ground	Residential (for sale)	FY2025
Former Shirogane Company Housing (Urban Redevelopment Project)	Minato Ward, Tokyo	12,200	98,000	39 above ground	Residential	FY2028

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# 1. Outline of Japan Post Holdings Co., Ltd.

## ① Company Outline

Company name (in Japanese):	Nippon Yusei Kabushiki Kaisha ( <a href="https://www.japanpost.jp/en/">https://www.japanpost.jp/en/</a> )
Company name:	JAPAN POST HOLDINGS Co., Ltd.
Head office location:	2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8791
Telephone:	03-3477-0111 (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)
Line of business:	Strategy formulation of Group management

(As of March 31, 2025)



## ② Information on Shares

### 1. Number of Shares

Total number of authorized shares	18,000,000,000
Total number of issued shares	3,206,240,300
Total number of shareholders	632,264

(As of March 31, 2025)

### 2. Major Shareholders

	Capital contribution to the Company	
	Number of shares held	Shareholding ratio (%)
Minister of Finance	1,153,683,200	38.80
The Master Trust Bank of Japan, Ltd. (Trust Account)	315,158,900	10.60
Custody Bank of Japan, Ltd. (Trust Account)	100,835,600	3.39
Japan Post Holdings Employee Shareholding Association	93,937,700	3.15
STATE STREET BANK WEST CLIENT - TREATY 505234	40,573,429	1.36
STATE STREET BANK AND TRUST COMPANY 505001	35,074,925	1.17
JP MORGAN CHASE BANK 385781	26,630,256	0.89
SMBC Nikko Securities Inc.	25,915,862	0.87
STATE STREET BANK AND TRUST COMPANY 505103	25,837,017	0.86
JPMorgan Securities Japan Co., Ltd.	18,182,573	0.61

Note 1: Japan Post Holdings, which holds 233,405,640 shares (shareholding ratio 7.27%) of treasury stock, is not included in the above list of major shareholders.  
Note 2: The shareholding ratio has been calculated by deducting treasury stock from the total number of issued shares and has been rounded down to the second decimal place.

### 3. Matters Concerning Stock Acquisition Rights

None

## ③ Number of Employees

1,235\* (as of March 31, 2025)

\* The number of employees excludes employees assigned to other companies by Japan Post Holdings but includes employees assigned to Japan Post Holdings by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

## ④ List of Directors, Executive Officers, and Management Committees

(As of July 1, 2025)

### 1. Directors

Director and Representative Executive Officer, President & CEO		NEGISHI Kazuyuki (Concurrently holds the positions of Director of Japan Post Co., Ltd., Director of Japan Post Bank Co., Ltd., Director of Japan Post Insurance Co., Ltd.)
Director and Representative Executive Officer, Senior Executive Vice President		IIZUKA Atsushi
Director .....	TANIGAKI Kunio	(Concurrently holds the position of Director and President, CEO, Representative Executive Officer of Japan Post Insurance Co., Ltd.)
Director .....	KASAMA Takayuki	(Concurrently holds the position of Director, President and Representative Executive Officer of Japan Post Bank Co., Ltd.)
Director .....	KOIKE Shinya	(Concurrently holds the position of President & CEO (Representative Executive Officer) of Japan Post Co., Ltd.)
Outside Director .....	KAIAMi Makoto	(Attorney)
Outside Director .....	SATAKE Akira	
Outside Director .....	SUWA Takako	(Concurrently holds the position of Representative Director, Daiya Seiki Co., Ltd.)
Outside Director .....	ITO Yayoi	
Outside Director .....	OEDA Hiroshi	(Concurrently holds the position of Special Advisor, Nisshin Seifun Group Inc.)
Outside Director .....	KIMURA Miyoko	(Concurrently holds the position of Representative Director, President, General Manager, R&D Division & CEO of KING JIM CO., LTD.)
Outside Director .....	SHINDO Kosei	(Concurrently holds the position of Senior Advisor, NIPPON STEEL CORPORATION)
Outside Director .....	SHIONO Noriko	

### 2. Executive Officers (Excludes persons with concurrent posts in the above 1. Directors)

Representative Executive Officer, Executive Vice President	KATO Nobuyasu	Executive Officer	MITANI Masanobu
Senior Managing Executive Officer	YAMASHIRO Yasuhiko	Executive Officer	MAKI Hirohisa
Senior Managing Executive Officer	ASAI Tomonori	Executive Officer	NAKAHATA Ikuko
Senior Managing Executive Officer	HAYASHI Toshiyuki	Executive Officer	NISHIDA Akihisa
Managing Executive Officer	NAKAMATA Chikara	Executive Officer	WAKABAYASHI Isamu
Managing Executive Officer	IIDA Yasuhisa	Executive Officer	ITO Yuri
Managing Executive Officer	SAKURAI Makoto	Executive Officer	KOMIYA Akio
Managing Executive Officer	KAKINOKI Akira	Executive Officer	KURATA Yasuki
Managing Executive Officer	SUNAYAMA Naoki	Executive Officer	TAKENAKA Masahiro
Managing Executive Officer	MEGURO Kenji	Executive Officer	AKAO Norihiko
Managing Executive Officer	MINAMI Yoshito	Executive Officer	KAMADA Mayumi
Managing Executive Officer	NISHIGUCHI Akihito	Executive Officer	KOMACHI Koji
Managing Executive Officer	OGATA Kenji	Executive Officer	HORIGUCHI Koji
Managing Executive Officer	ONISHI Toru		
Managing Executive Officer	MITOMA Norimasa		

### 3. Nomination Committee

Chairman	SHINDO Kosei
Member	KAIAMi Makoto
Member	NEGISHI Kazuyuki

### 4. Audit Committee

Chairman	SATAKE Akira
Member	ITO Yayoi
Member	KIMURA Miyoko
Member	SHIONO Noriko

### 5. Compensation Committee

Chairman	OEDA Hiroshi
Member	SUWA Takako
Member	NEGISHI Kazuyuki

5 Organization Chart

(As of July 1, 2025)



6 Principal Subsidiaries and Affiliates

(As of March 31, 2025)

Affiliation	Company name	Location	Issued capital (Millions)	Main business	Date of establishment	Percentage ownership of voting rights
Consolidated subsidiaries	JAPAN POST Co., Ltd.	Chiyoda-ku, Tokyo	¥400,000	Postal and domestic logistics business, post office business, international logistics business, real estate business	October 1, 2007	100.0%
	Japan Post Transport Co., Ltd.	Minato-ku, Tokyo	¥18,250	Postal and domestic logistics business (truck cargo transportation)	November 30, 2007	100.0% (100.0%)
	JAPAN POST MAINTENANCE Co., Ltd.	Koto-ku, Tokyo	¥50	Postal and domestic logistics business (automobile maintenance and machinery maintenance business, product sales business, vehicle maintenance and management business)	March 1, 1991	100.0% (100.0%)
	JP BIZ MAIL Co., Ltd.	Adachi-ku, Tokyo	¥100	Postal and domestic logistics business (preparation and posting of postal items)	February 1, 2006	58.5% (58.5%)
	JP MEDIA DIRECT Co., Ltd.	Minato-ku, Tokyo	¥300	Postal and domestic logistics business (planning, development, and sales of direct mail and contracted shipment of merchandise)	February 29, 2008	51.0% (51.0%)
	Tokyo Beiyu Co., Ltd.	Koto-ku, Tokyo	¥22	Postal and domestic logistics business (petroleum sales business)	March 10, 1949	82.3% (82.3%)
	JP Rakuten Logistics, Inc.	Chiyoda-ku, Tokyo	¥100	Postal and domestic logistics business (logistics business)	May 14, 2021	50.1% (50.1%)
	JP LOGISTICS GROUP Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Postal and domestic logistics business (planning and drafting logistics strategies)	September 16, 2009	100.0% (100.0%)
	JP LOGISTICS Co., Ltd.	Chiyoda-ku, Tokyo	¥10	Postal and domestic logistics business (contract business, forwarding business, express business)	January 29, 2002	100.0% (100.0%)
	Japan Post Trading Service Co., Ltd.	Koto-ku, Tokyo	¥100	Post office business (merchandise business, contracting business for merchandise operations)	September 11, 2007	100.0% (100.0%)
	Japan Post Communications Co., Ltd.	Chiyoda-ku, Tokyo	¥350	Post office business (operations related to posting advertisements in post offices)	August 8, 2014	100.0% (100.0%)
	JAPAN POST OFFICE SUPPORT Co., Ltd.	Minato-ku, Tokyo	¥100	Post office business (merchandise sales, facilities management, and contracting business)	March 16, 1971	100.0% (100.0%)
	JP GENERAL INSURANCE AGENCY Co., Ltd.	Chiyoda-ku, Tokyo	¥20	Post office business (non-life insurance and automobile liability insurance agency business)	August 7, 1950	70.0% (70.0%)
	YY Gift Co., Ltd.	Nishi-ku, Yokohama-shi, Kanagawa	¥20	Post office business (sales of catalog products, mail-order business, agency business for sales of alcohol)	April 23, 1996	51.0% (51.0%)
	JP TOKYO TOKUSENKAI Co., Ltd.	Taito-ku, Tokyo	¥30	Post office business (sales of catalog products, mail-order business)	March 2, 2015	51.0% (51.0%)
	JAPAN POST INFORMATION TECHNOLOGY Co., Ltd.	Shinjuku-ku, Tokyo	¥3,150	Post office business (maintenance and management of communication networks)	January 30, 1987	100.0% (67.0%)
	JAPAN POST SYSTEM DEVELOPMENT Co., Ltd.	Shinagawa-ku, Tokyo	¥99	Post office business (consulting, planning, and development of various business systems and fundamental technologies)	August 1, 1989	100.0% (100.0%)
	Toll Holdings Pty Limited (Note 5)	Melbourne, Australia	AUD4,978	International logistics business (forwarding business, 3PL business)	June 20, 1986	100.0% (100.0%)
	JAPAN POST BANK Co., Ltd.	Chiyoda-ku, Tokyo	¥3,500,000	Banking business	September 1, 2006	50.0%
	JAPAN POST BANK LOAN CENTER Co., Ltd.	Sumida-ku, Tokyo	¥2,000	Banking business (credit guarantee services for account overdraft guarantee service and agency operations)	May 28, 1980	100.0% (100.0%)
	Japan Post Investment Corporation	Chiyoda-ku, Tokyo	¥750	Banking business (securities investment management business and investment advisory business)	February 9, 2018	75.0% (75.0%) [25.0%]
	JAPAN POST BANK CAPITAL PARTNERS Co., Ltd.	Chiyoda-ku, Tokyo	¥1,000	Banking business (securities investment management business)	May 22, 2024	100.0% (100.0%)
	JAPAN POST INSURANCE Co., Ltd.	Chiyoda-ku, Tokyo	¥500,000	Life insurance business	September 1, 2006	49.8%
	JAPAN POST INSURANCE SYSTEM SOLUTIONS Co., Ltd.	Shinagawa-ku, Tokyo	¥500	Life insurance businesses (commissioning of design, development, maintenance, and operation of information systems)	March 8, 1985	100.0% (100.0%)
	JAPAN POST CORPORATE SERVICE Co., Ltd.	Minato-ku, Tokyo	¥640	Other businesses (temporary staffing service, contracted business)	July 3, 2007	100.0%
	JAPAN POST BUILDING MANAGEMENT Co., Ltd.	Chiyoda-ku, Tokyo	¥150	Real estate businesses (operational management of leased buildings)	April 1, 2011	100.0% (100.0%)
	YUSEI CHALLENGED Co., Ltd.	Setagaya-ku, Tokyo	¥5	Other businesses (office cleaning)	November 20, 2007	100.0%
	Japan Post Capital Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Other businesses (investment business, consulting business for management and financial matters)	November 1, 2017	100.0%



Affiliation	Company name	Location	Issued capital (Millions)	Main business	Date of establishment	Percentage ownership of voting rights
Consolidated subsidiaries	Japan Post Real Estate Co., Ltd.	Chiyoda-ku, Tokyo	¥1,500	Real estate businesses (owner-ship, leasing, and management business of real estate, develop-ment business of residential and commercial land, etc.)	April 2, 2018	100.0%
	JP DIGITAL Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Other businesses (digital-related services business)	July 1, 2021	100.0% (10.0%)
	JP TOWWAY CONTACT Co., Ltd.	Nishi-ku, Osa-ka-shi, Osaka	¥182	Other businesses (telemarketing services)	April 18, 1988	82.9% (82.9%)
	Japan Post Properties Co., Ltd.	Chuo-ku, Tokyo	¥450	Real estate businesses (holding and rental of buildings, condominiums, and stores; master leases on real estate; etc.)	October 1, 1953	51.0% (51.0%)
	Japan Post Architecture and Engineering Co., Ltd.	Chiyoda-ku, Tokyo	¥100	Other businesses	April 1, 2024	100.0%
	and 192 other companies					
Affiliated companies accounted for under the equity method	SAISON ASSET MANAGE-MENT Co., Ltd.	Toshima-ku, Tokyo	¥1,000	Post office business (type II financial instruments business operation and investment trust management business, others)	June 12, 2006	40.0% (40.0%)
	JA FOODS OITA CO., LTD.	Kitsuki-shi, Oita	¥493	Post office business (processing and sales of agricultural products, fruits, and vegetables)	December 2, 1991	20.0% (20.0%)
	RINGBELL Co., Ltd.	Chuo-ku, Tokyo	¥100	Post office business (planning, production, and sales of catalog gifts, others)	July 3, 1987	20.0% (20.0%)
	JP Asset Management Co., Ltd.	Chuo-ku, Tokyo	¥500	Banking business (type II financial instruments business operation and investment management business)	August 18, 2015	50.0% (50.0%)
	ATM Japan Business Service, Ltd.	Minato-ku, Tokyo	¥100	Banking business (ATM cash load-ing and collection as well as ATM management)	August 30, 2012	35.0% (35.0%)
	Daiwa Asset Management Co., Ltd.	Chiyoda-ku, Tokyo	¥41,424	Life insurance business (invest-ment management business, investment advisory and agency business, type II financial instru-ments business)	December 1959	20.0% (20.0%)
	Good Technology Company, Co., Ltd.	Chiyoda-ku, Tokyo	¥10	Other businesses (digital-related services)	January 18, 2023	40.0% (40.0%)
	Aflac Incorporated	Columbus, GA, USA	\$136	Group management as a group holding company	April 27, 1973	20.0% (Note 6)
	and 3 other companies					
Non-consolidated subsidiaries ac- counted for under the equity method	JP Linex Nankai Parcel Co., Ltd.	Chuo-ku, Tokyo	¥145	Customs and bonded operations	March 2019	50.2% (50.2%)

Note 1: In the main business column, besides the segment names, a summary of the businesses carried out by the concerned companies is included within the parentheses.

Note 2: Among the affiliated companies listed above, Japan Post, Japan Post Bank, Japan Post Insurance, Japan Post Information Technology, and Toll Holdings Pty Limited correspond to a specified subsidiary.

Note 3: Among the affiliated companies listed above, Japan Post Bank and Japan Post Insurance submit securities reports.

Note 4: The figures in parentheses in the column showing percentage ownership of voting rights indicate the percentage of indirect ownership (within parentheses) through subsidiaries. The figures in brackets indicate "Those parties deemed to exercise voting rights for the same details as their own intentions because of the close relationships between themselves and investments, personnel, capital, technologies, business transactions, etc." or "Those parties that agree to exercise voting rights for the same details as their own intentions" (outside the parentheses).

Note 5: Among the affiliated companies listed above, the ordinary income (excluding intercompany ordinary income of consolidated companies) of Japan Post, Japan Post Bank, and Japan Post Insurance exceeded 10% of consolidated ordinary income. Principal information on profits and losses of Japan Post is detailed below. Information on Japan Post Bank and Japan Post Insurance is omitted because these companies submit securities reports.

Name	Principal information on profits and losses (Millions of yen)				
	Operating income	Ordinary income	Net loss	Net assets	Total assets
Japan Post	¥2,772,884	¥159	¥4,522	¥647,852	¥4,373,274

Note 6: According to the articles of incorporation of Aflac Incorporated, a provision states that if Aflac Incorporated shares are continuously held for exceeding four years, 10 voting rights per share are granted. Consequently, as of March 31, 2025, Japan Post Holdings, through a trust, holds exceeding 20% of the voting rights of Aflac Incorporated. (The specific percentage of voting rights held will vary depending on the existence of other shareholders to whom similar provisions apply and the number of shares held.) However, in the Shareholders Agreement signed on February 28, 2019, between the Company, Aflac Incorporated, J&A Alliance Holdings Corporation (trustee of the trust that the Company established by entrusting the necessary funds to acquire shares of Aflac Incorporated; hereinafter referred to as "trustee" in this Note 6), and the general incorporated association J&A Alliance, which is a shareholder of the trustee, it is stipulated that for the voting rights associated with the common stock of Aflac Incorporated, in which the trust holds beneficial interests, voting rights exceeding 20% of the total voting rights (however, regarding matters related to changes in control of Aflac Incorporated (except when a majority of the members of the Board of Directors of Aflac Incorporated are changed without the consent of the existing directors), all voting rights) shall be exercised in proportion to the number of votes of common stock of Aflac Incorporated not held by the trust. Therefore, based on this Shareholders Agreement, the maximum voting rights ownership ratio that the trustee can exercise at its own discretion is shown.

Note 7: The Company's consolidated subsidiary, Japan Post Co., Ltd., has conducted a tender offer (the "Tender Offer") for Tonami Holdings Co., Ltd. through its subsidiary, JVT Co., Ltd., from February 27, 2025. As a result of the Tender Offer, as of the settlement date of the Tender Offer on April 17, 2025, the voting rights ownership ratio was 87.24%, and Tonami Holdings became a consolidated subsidiary of Japan Post Holdings. Tonami Holdings resolved at an extraordinary general meeting of shareholders held on May 30 to implement a share consolidation. Upon the effectiveness of this resolution, the Tonami Holdings will become a wholly owned subsidiary of JVT Co., Ltd., and the company name of JVT Co., Ltd. will be changed to "JP Tonami Group Co., Ltd."

Note 8: On April 1, 2024, the Company established Japan Post Architecture and Engineering Co., Ltd. (the Company owns 100% of the voting rights), whose business includes research and planning, design and construction supervision, construction management, and support for management and operation and maintenance of buildings and other structures.

As of July 1, 2024, the Company carried out a company split (a simplified absorption-type company split) through which the operations related to the management of its real estate were transferred to Japan Post Architecture and Engineering Co., Ltd.

Note 9: On May 21, 2024, JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. was established (voting rights owned 100% by Japan Post Bank) to engage in the investment management business.

Note 10: Based on a resolution of the Board of Directors dated May 15, 2025, the Company has resolved that it will underwrite a capital increase through shareholder allocation by its consolidated subsidiary, Japan Post, subject to the condition that Japan Post obtains approval from the Minister for Internal Affairs and Communications and subsequently issues a notice to the Company pursuant to Article 203, Paragraph 1 of the Companies Act regarding the issuance of new shares. As a result, Japan Post's capital will increase by ¥300,000 million (there will be no change in the percentage of voting rights held).

Note 11: With regard to shares in Japan Post Bank, the Company's shareholding ratio became approximately 49.9% as a result of the contribution to the stock disposal trust as announced by the Company on May 15, 2025.

## 2. Outline of Japan Post Co., Ltd.

### ① Company Outline

(As of March 31, 2025)

Company name (in Japanese):	Nippon Yubin Kabushiki Kaisha ( <a href="https://www.post.japanpost.jp/index_en.html">https://www.post.japanpost.jp/index_en.html</a> )
Company name:	JAPAN POST Co., Ltd.
Head office location:	2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8792
Telephone:	03-3477-0111 (Japan Post Group main number)
Paid-in capital:	¥400 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 documen-tary stamps; operations consigned by local government entities; bank and life and non-life insur-ance 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



### ② Management Philosophy

Post offices take on new challenges.

Present at every stage of life,

listening and supporting.

Creating services that resonate with local needs,

continuously innovating to deliver unparalleled convenience.

As our employees reach their full potential,

we create a more caring and connected community.

Always nearby, always ready to help—a unique role only post offices can fulfill.

A narrative that outlines our purpose and vision

Present at every stage of life.

Touching the hearts of all.

Management Philosophy

### ③ Information on Shares

(As of March 31, 2025)

#### 1. Number of Shares

Total shares issued	10,000,000
---------------------	------------

#### 2. Shareholder

Japan Post Holdings Co., Ltd.	Condition of holdings	
	Shares owned	Percentage of total issued
	10,000,000	100%

### ④ Number of Employees

169,961\* (as of March 31, 2025)

\* The number of employees excludes employees assigned to other companies by Japan Post but includes employees assigned to Japan Post by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

5 List of Directors, Audit and Supervisory Board Members, and Executive Officers

1. Directors

President and CEO (Representative Executive Officer) .....	KOIKE Shinya	(Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Executive Vice President (Representative Director).....	MINAMI Yoshito	(Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Executive Vice President (Representative Director).....	NISHIGUCHI Akihito	(Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Director .....	NEGISHI Kazuyuki	(Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Director (Outside) .....	ABE Junichi	(Concurrently holds the position of President and Representative Director of CHUOKORON-SHINSHA, INC.)
Director (Outside) .....	ISOZAKI Takao	(Concurrently holds the position of Executive Director of the Research Institute of Capital Formation, Development Bank of Japan Inc.)
Director (Outside) .....	ENOMOTO Chisa	(Concurrently holds the position of Outside Director (Member of Supervisory Committee) of PERSOL HOLDINGS CO., LTD.)
Director (Outside) .....	OGURA Toshikatsu	(Formerly held the position of Senior Executive Vice President, Representative Member of the Board of Nippon Telegraph and Telephone West Corporation)
Director (Outside) .....	TAKAMURA Etsuko	(Concurrently holds the position of Outside Director, Nagoya Railroad Co., Ltd.)
Director (Outside) .....	TAJI Noriko	(Professor of MBA School & Department of Business Administration, Hosei University)

2. Audit and Supervisory Board Members

KINOSHITA Noriko  
SHINODA Kenji  
NAKAYAMA Hitomi  
ISHIMARU Mie

3. Executive Officers

Executive Vice President	AKIMOTO Yoshinori	Executive Officer	OGAWA Masato
First Executive Officer	YAMASHIRO Yasuhiko	Executive Officer	TANAKA Yutaka
First Executive Officer	ASAI Tomonori	Executive Officer	MITANI Masanobu
First Executive Officer	KATO Nobuyasu	Executive Officer	GOMI Yoshihiro
First Executive Officer	HAYASHI Toshiyuki	Executive Officer	BANDOU Hideki
First Executive Officer	TAKAHASHI Yasuhiro	Executive Officer	SAITO Takashi
Senior Executive Officer	SAKATA Hiroshi	Executive Officer	MATSUOKA Hoshihiko
Senior Executive Officer	TAKAHASHI Fumiaki	Executive Officer	NAKAHATA Ikuko
Senior Executive Officer	NAKAMA Yoshinobu	Executive Officer	NISHIDA Akihisa
Senior Executive Officer	IIDA Yasuhisa	Executive Officer	IBUSUKI Ichirou
Senior Executive Officer	NAKAMATA Chikara	Executive Officer	TAKAHASHI Chie
Senior Executive Officer	KAKINOKI Akira	Executive Officer	TACHIBANA Yoshiki
Senior Executive Officer	NAMIKI Tsukasa	Executive Officer	ITO Yuri
Senior Executive Officer	TANAKA Hiroyuki	Executive Officer	OKUNO Kazuhito
Senior Executive Officer	MITOMA Norimasa	Executive Officer	KOGA Keiichi
Senior Executive Officer	HASEGAWA Atsushi	Executive Officer	JODO Eiji
Senior Executive Officer	SUNAYAMA Naoki	Executive Officer	TAKENAKA Masahiro
		Executive Officer	HISADA Masatsugu
		Executive Officer	KAGAMIHARA Daisuke
		Executive Officer	KAMADA Mayumi
		Executive Officer	KOMACHI Kouji
		Executive Officer	SUGIZAKI Takeshi

6 Organization Chart




Note: The number of directly managed post offices and contracted post offices is as of March 31, 2025.



### 3. Outline of Japan Post Bank Co., Ltd.

#### ❶ Company Outline

Company name (in Japanese):	Kabushiki Kaisha Yucho Ginko ( <a href="https://www.jp-bank.japanpost.jp/en_index.html">https://www.jp-bank.japanpost.jp/en_index.html</a> )	
Company name:	JAPAN POST BANK Co., Ltd.	
Head office location:	2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8793	
Telephone:	03-3477-0111 (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.)	
Line of business:	Banking	
Financial institution code number:	9900	

(As of March 31, 2025)

#### ❷ Management Philosophy

Japan Post Bank aims to become “the most accessible and trustworthy bank in Japan,” guided by the needs and expectations of our customers.

Trust:	We comply with laws, regulations, and other standards of behavior and value trusted relationships with customers, markets, shareholders, and employees and consistently serve as a responsible corporate citizen.
Innovation:	We work sincerely to improve our management and business operations in response to requests from customers and changes in the business environment.
Efficiency:	We pursue improvements in speed and efficiency of our management and business operations in order to provide customer-oriented financial instruments and services.
Expertise:	We continually strive to strengthen our expertise for the aim of services meeting the expectations of our customers.

#### ❸ Information on Shares

(As of March 31, 2025)

##### 1. Number of Shares

Total shares issued	3,604,335,520
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##### 2. Major Shareholders

		Number of shares held and percentage of shares held	
		Number of shares held	Percentage of shares held (%)
1	Japan Post Holdings Co., Ltd.	1,802,167,900	50.04
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	247,240,200	6.86
3	Custody Bank of Japan, Ltd. (Trust Account)	71,608,000	1.98
4	STATE STREET BANK WEST CLIENT – TREATY 505234	38,916,100	1.08
5	STATE STREET BANK AND TRUST COMPANY 505001	38,196,681	1.06
6	JPMorgan Securities Japan Co., Ltd.	34,286,763	0.95
7	THE NOMURA TRUST AND BANKING CO., LTD. AS THE TRUSTEE OF REPURCHASE AGREEMENT MOTHER FUND	27,224,400	0.75
8	JP MORGAN CHASE BANK 385781	26,554,042	0.73
9	Morgan Stanley MUFG Securities Co., Ltd.	20,945,956	0.58
10	Goldman Sachs Japan Co., Ltd. BNYM	19,485,300	0.54

Note 1: The percentage of shares held has been calculated excluding treasury stock (3,314,460 shares) and has been rounded down to the second decimal place.  
Note 2: Treasury stock acquired by the Bank between March and May 2025 is scheduled to be canceled on May 30, 2025. The shareholding ratio shown is as of the end of March 2025.

#### ❹ Number of Employees

10,952\* (as of March 31, 2025)

\* The number of employees excludes employees assigned to other companies by Japan Post Bank but includes employees assigned to Japan Post Bank by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

#### ❺ List of Members of the Board of Directors, Executive Officers, and Management Committees

(As of July 1, 2025)

##### 1. Members of the Board of Directors

President & CEO, Representative Executive Officer, Member of the Board of Directors	KASAMA Takayuki (Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Deputy President, Representative Executive Officer, Member of the Board of Directors	YANO Harumi
Deputy President, Representative Executive Officer, Member of the Board of Directors	OGATA Kenji (Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Member of the Board of Directors.....	NEGISHI Kazuyuki (Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Member of the Board of Directors.....	ICHIKI Miho
Outside Member of the Board of Directors.....	KAIWA Makoto (Concurrently holds the position of Special Advisor of Tohoku Electric Power Co., Inc.)
Outside Member of the Board of Directors.....	KAWAMURA Hiroshi (Attorney-at-law)
Outside Member of the Board of Directors.....	YAMAMOTO Kenzo (Concurrently holds the position of Representative of Office KY Initiative)
Outside Member of the Board of Directors.....	NAKAZAWA Keiji (Formerly held the position of Vice President of McDonald's Company (Japan), Ltd.)
Outside Member of the Board of Directors.....	SATO Atsuko (Associate Professor, Department of International Studies, Faculty of Economics of Takasaki City University of Economics)
Outside Member of the Board of Directors.....	AMANO Reiko (Formerly held the position of Auditor of Japan Atomic Energy Agency)
Outside Member of the Board of Directors.....	KATO Akane (Concurrently holds the position of Representative Director of AKANE IDENTITIES INC.)
Outside Member of the Board of Directors.....	MORI Shigeki (Concurrently holds the position of Executive Officer, Chairperson of Nippon Sheet Glass Co., Ltd.)
Outside Member of the Board of Directors.....	MORO Junko (Concurrently holds the position of Director of Mitsui O.S.K. Lines, Ltd.)

##### 2. Executive Officers (Excludes persons with concurrent posts in the above 1. Members of the Board of Directors)

Senior Managing Executive Officer	TAMAKI Masato	Executive Officer	YAMADA Ryotaro
Senior Managing Executive Officer	MATSUNAGA Hisashi	Executive Officer	TOUMA Masaya
Senior Managing Executive Officer	SHINMURA Makoto	Executive Officer	FUKUSHIMA Katsuya
Managing Executive Officer	NAGURA Shinobu	Executive Officer	YOSHIDA Koichiro
Managing Executive Officer	OGATA Satoru	Executive Officer	KATO Hisanori
Managing Executive Officer	NAKAO Hideki	Executive Officer	TOYODA Yasumitsu
Managing Executive Officer	IIMURA Koji	Executive Officer	FUJIE Junko
Managing Executive Officer	KISHI Etsuko	Executive Officer	UEDA Hiroshi
Managing Executive Officer	DEN Akihiro	Executive Officer	AONO Kenji
Managing Executive Officer	HASUKAWA Koji	Executive Officer	YAMAMOTO Hirokazu
Managing Executive Officer	YOSHIDA Yuko	Executive Officer	YANO Tomotake
		Executive Officer	IMAI Kenichi

##### 3. Nomination Committee

Chairman	KAIWA Makoto
Member	MORI Shigeki
Member	MORO Junko
Member	KASAMA Takayuki
Member	NEGISHI Kazuyuki

##### 4. Audit Committee

Chairman	KAWAMURA Hiroshi
Member	YAMAMOTO Kenzo
Member	NAKAZAWA Keiji
Member	KATO Akane
Member	ICHIKI Miho

##### 5. Compensation Committee

Chairman	AMANO Reiko
Member	NAKAZAWA Keiji
Member	MORI Shigeki
Member	NEGISHI Kazuyuki

6 Organization Chart

(As of July 1, 2025)



Data Compilation

4. Outline of Japan Post Insurance Co., Ltd.

1 Company Outline

(As of March 31, 2025)

Company name (in Japanese): Kabushiki Kaisha Kanpo Seimei Hoken (<https://www.jp-life.japanpost.jp/english/index.html>)

Company name: JAPAN POST INSURANCE Co., Ltd.

Head office location: 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8794

Telephone: 03-3477-0111 (Japan Post Group main number)

Paid-in capital: ¥500 billion

Date of establishment: September 1, 2006  
(The name of the company was changed from Kanpo Co., Ltd. to Japan Post Insurance Co., Ltd., on October 1, 2007.)

Line of business: Life insurance



2 Management Philosophy and Management Policy

Management Philosophy

Be a trustful partner for people, always being close at hand and endeavoring to protect their well-being.

Management Policy

We aim to become the No.1 Japanese insurance company selected by customers.

1. We are always close to people's lives, offering easy-to-understand products and high-quality services.
2. We always ensure that employees who have contact with our customers make full use of their strengths to offer better customer services.
3. We create a working environment in which all employees can develop their talents and work with energy and vitality.
4. We practice sound management based on strong corporate governance, constantly creating new value to achieve sustainable growth.
5. We actively contribute to health promotion, environmental protection, and the development of local communities and society as a whole.
6. We work to communicate closely with all stakeholders.

3 Information on Stocks

(As of March 31, 2025)

1. Number of Stocks

Issued stocks	383,192,300
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2. Major Shareholders

	Number of shares held and percentage of shares held	
	Number of shares held	Percentage of shares held
Japan Post Holdings Co., Ltd.	190,963,900	49.84%
The Master Trust Bank of Japan, Ltd. (Trust Account)	33,737,500	8.80%
Custody Bank of Japan, Ltd. (Trust Account)	12,545,900	3.27%
STATE STREET BANK AND TRUST COMPANY 505001	7,287,118	1.90%
CGML PB CLIENT ACCOUNT/COLLATERAL	4,590,900	1.20%
JPMorgan Securities Japan Co., Ltd.	3,956,248	1.03%
STATE STREET BANK WEST CLIENT - TREATY 505234	3,753,500	0.98%
Japan Post Insurance Employee Shareholding Association	3,467,000	0.90%
STATE STREET BANK AND TRUST COMPANY 505103	3,222,823	0.84%
JP MORGAN CHASE BANK 385781	2,678,404	0.70%

Note: Percentage of shares held is calculated excluding treasury stock (11,246 shares) and rounded to two decimal places.  
Treasury stock does not include the 394,500 shares of the Company's stock held in the Board Benefit Trust (BBT).



4 Number of Employees

17,952\* (as of March 31, 2025)

\* The number of employees excludes employees assigned to other companies by Japan Post Insurance but includes employees assigned to Japan Post Insurance by other companies. The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

5 List of Directors, Executive Officers, and Management Committees

(As of July 1, 2025)

1. Directors

Director and President, CEO, Representative Executive Officer	TANIGAKI Kunio	(Concurrently holds the position of Director of Japan Post Holdings Co., Ltd.)
Director and Deputy President, Representative Executive Officer	ONISHI Toru	(Concurrently holds the position of Managing Executive Officer of Japan Post Holdings Co., Ltd.)
Director	NARA Tomoaki	
Director	NEGISHI Kazuyuki	(Concurrently holds the position of Director and Representative Executive Officer, President & CEO of Japan Post Holdings Co., Ltd.)
Outside Director	TONOSU Kaori	(Formerly held the position of Partner of Deloitte Touche Tohmatsu LLC)
Outside Director	TOMII Satoshi	(Concurrently holds the position of Chairman of DBJ Investment Advisory Co., Ltd.)
Outside Director	SHINGU Yuki	(Concurrently holds the position of Director of Future Corporation)
Outside Director	OMACHI Reiko	(Attorney-at-law)
Outside Director	YAMANA Shoei	(Formerly held the position of Director, President & CEO, Representative Executive Officer of KONICA MINOLTA, INC.)
Outside Director	HOSOYA Kazuo	(Formerly held the position of Director, Chairman of SUBARU CORPORATION)
Outside Director	UNO Akiko	(Formerly held the position of Audit & Supervisory Board Member (Full-time) of Shiseido Company, Limited)

2. Executive Officers (Excludes persons with concurrent posts in the above 1. Directors)

Deputy President, Representative Executive Officer	Executive Officer	TAGUCHI Yoshihiro
HIRONAKA Yasuaki	Executive Officer	HAMASAKI Rika
Senior Managing Executive Officer	Executive Officer	HANADA Shuji
Senior Managing Executive Officer	Executive Officer	ADACHI Tamami
Senior Managing Executive Officer	Executive Officer	IWATA Kazuhiko
Senior Managing Executive Officer	Executive Officer	SHISHIDO Tsuyoshi
Managing Executive Officer	Executive Officer	NOTO Kazumi
Managing Executive Officer	Executive Officer	TANABE Mikio
	Executive Officer	YANAGISAWA Kenichi
	Executive Officer	INOUE Yuko
	Executive Officer	YONEZAWA Yasunobu
	Executive Officer	SOMEYA Takao
	Executive Officer	SOMA Nobuhiro
	Executive Officer	HANADA Ichisei
	Executive Officer	NOMURA Hiroyuki

3. Nomination Committee

Chairman	YAMANA Shoei
Member	TANIGAKI Kunio
Member	NEGISHI Kazuyuki
Member	TOMII Satoshi
Member	HOSOYA Kazuo

4. Audit Committee

Chairman	TOMII Satoshi
Member	NARA Tomoaki
Member	TONOSU Kaori
Member	OMACHI Reiko
Member	UNO Akiko

5. Compensation Committee

Chairman	SHINGU Yuki
Member	NEGISHI Kazuyuki
Member	YAMANA Shoei

6 Organization Chart

(As of July 1, 2025)



## 5. Transition of Significant Management Indicators, etc.

### Japan Post Group (Consolidated)

	As of and for the fiscal year ended				
	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Total income	11,720,403	11,264,774	11,138,570	11,982,152	11,468,368
Income before income taxes	914,164	991,464	657,663	668,316	814,596
Net income	418,238	501,685	431,045	268,685	370,564
Comprehensive income (loss)	3,567,160	(805,187)	(305,245)	1,256,009	(433,014)
Net assets	16,071,067	14,688,981	15,096,168	15,738,530	15,289,540
Total assets	297,738,131	303,846,980	296,093,652	298,689,150	297,149,653
Consolidated capital adequacy ratio (domestic standard)	17.55%	17.21%	17.35%	15.88%	14.39%

- Notes:
- The amount of net income attributable to Japan Post Holdings has been used for net income of the Japan Post Group (Consolidated).
  - The consolidated capital adequacy ratio (domestic standard) has been 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).
  - Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

### Japan Post Holdings (Non-consolidated)

	As of and for the fiscal year ended				
	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Operating income	167,933	284,688	257,559	219,644	207,244
Net operating income	104,871	203,545	180,637	145,502	139,262
Net ordinary income	114,800	217,753	198,881	162,776	144,507
Net income (loss)	(2,129,989)	325,460	293,787	158,023	311,476
Net assets	5,912,969	5,740,721	5,625,034	5,163,805	4,964,502
Total assets	5,997,547	5,848,650	5,762,311	5,300,393	5,782,271

### Japan Post (Consolidated)

	As of and for the fiscal year ended				
	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Operating income	3,837,635	3,656,920	3,451,530	3,323,743	3,442,366
Net operating income	155,070	148,268	83,801	6,369	3,519
Net ordinary income	149,191	143,545	79,641	2,196	2,516
Net income (loss)	53,415	93,217	62,090	7,270	(4,200)
Net assets	871,293	910,154	849,268	771,550	740,923
Total assets	5,175,507	5,180,966	4,873,023	4,754,760	4,865,721

- Notes:
- The amount of net income attributable to Japan Post has been used for net income of Japan Post (Consolidated).
  - Figures for the fiscal year ended March 31, 2023 are retroactively applied to reflect the change in accounting policy for the fiscal year ended March 31, 2024.

### Japan Post Bank (Consolidated)

	As of and for the fiscal year ended				
	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Ordinary income	1,946,728	1,977,640	2,064,251	2,651,706	2,522,052
Net ordinary income	394,221	490,891	455,566	496,059	584,533
Net income	280,130	355,070	325,070	356,133	414,324
Net assets	11,394,827	10,302,261	9,651,874	9,707,923	9,090,989
Total assets	223,870,673	232,954,480	229,582,232	233,907,990	233,601,531
Consolidated capital adequacy ratio (domestic standard)	15.53%	15.56%	15.53%	15.01%	15.08%

- Notes:
- The amount of net income attributable to Japan Post Bank has been used for net income of Japan Post Bank (Consolidated).
  - The consolidated capital adequacy ratio (domestic standard) has been calculated based on standards stipulated by Article 14-2 of the Banking Act for the purpose of determining whether banks have sufficient equity capital given their holdings of assets and other instruments (Financial Services Agency Notice No. 19, 2006).

### Japan Post Insurance (Consolidated)

	As of and for the fiscal year ended				
	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Ordinary income	6,786,226	6,454,208	6,379,561	6,744,134	6,165,335
Net ordinary income	345,736	356,113	117,570	161,173	170,293
Net income	166,103	158,062	97,614	87,056	123,472
Net assets	2,841,475	2,421,063	2,375,377	3,395,744	3,241,426
Total assets	70,172,982	67,174,796	62,687,388	60,855,899	59,555,692
Consolidated solvency margin ratio	1,121.2%	1,045.5%	1,009.1%	1,023.2%	903.2%

- Notes:
- The amount of net income attributable to Japan Post Insurance has been used for net income of Japan Post Insurance (Consolidated).
  - The consolidated solvency margin ratio has been calculated in accordance with Articles 86-2 and 88 of the Ordinance for Enforcement of the Insurance Business Act and Financial Services Agency Notice No. 23, 2011.



6. Status of Capital Adequacy

Matters for Disclosure Concerning Composition of Capital

Capital structure  
Consolidated capital adequacy ratio (domestic standard)

(Millions of yen)		
Items	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Core Capital: instruments and reserves		
Directly issued qualifying common stock or preferred stock mandatorily converted into common stock capital plus related capital surplus and retained earnings	¥ 7,799,367	¥ 8,537,060
of which: capital and capital surplus	3,638,121	3,638,100
of which: retained earnings	4,691,126	5,351,369
of which: treasury stock (deduction)	351,225	301,230
of which: cash dividends to be paid (deduction)	178,654	151,179
of which: other than those above	—	—
Accumulated other comprehensive income included in Core Capital	14,883	25,221
of which: foreign currency translation adjustments	(48,226)	(75,843)
of which: remeasurements of defined benefit plans	63,109	101,065
Subscription rights to common stock or preferred stock mandatorily converted into common stock	—	—
Adjusted non-controlling interests (amount allowed to be included in Core Capital)	1,188,688	943,145
Reserves included in Core Capital: instruments and reserves	548	899
of which: general reserve for possible loan losses	548	899
of which: eligible reserve	—	—
Eligible non-cumulative perpetual preferred stock subject to phase out arrangement included in Core Capital: instruments and reserves	—	—
Eligible capital instrument subject to phase out arrangement included in Core Capital: instruments and reserves	—	—
Capital instrument issued through the measures for strengthening capital by public institutions included in Core Capital: instruments and reserves	—	—
45% of revaluation reserve for land included in Core Capital: instruments and reserves	—	—
Non-controlling interests included in Core Capital subject to phase out arrangement	1,434,028	1,333,152
Core Capital: instruments and reserves (A)	10,437,516	10,839,480
Core Capital: regulatory adjustments		
Total intangible fixed assets (net of related tax liability, excluding those relating to mortgage servicing rights)	273,942	144,048
of which: goodwill (net of related tax liability, including those equivalent)	2,968	4,947
of which: other intangible fixed assets other than goodwill and mortgage servicing rights (net of related tax liability)	270,974	139,101
Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	1,127	—
Shortfall of eligible provisions to expected losses	—	—
Securitization gain on sale	—	—
Gains and losses due to changes in own credit risk on fair valued liabilities	—	—
Net defined benefit asset	47,284	51,803
Investments in own shares (excluding those reported in the Net Assets section)	—	—
Reciprocal cross-holdings in capital instruments issued by Other Financial Institutions for raising capital that are held by the Holding Company Group	—	—
Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation ("Other Financial Institutions"), net of eligible short positions, where the bank does not own more than 10% of the issued share capital ("Non-significant Investment") (amount above the 10% threshold)	—	—

(Millions of yen)		
Item	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Amount exceeding the 10% threshold on specified items	—	—
of which: significant investments in the common stock of Other Financial Institutions, net of eligible short positions	—	—
of which: mortgage servicing rights	—	—
of which: deferred tax assets arising from temporary differences (net of related tax liability)	—	—
Amount exceeding the 15% threshold on specified items	—	—
of which: significant investments in the common stock of Other Financial Institutions, net of eligible short positions	—	—
of which: mortgage servicing rights	—	—
of which: deferred tax assets arising from temporary differences (net of related tax liability)	—	—
Core Capital: regulatory adjustments (B)	322,354	195,851
Total capital		
Total capital ((A) - (B)) (C)	10,115,162	10,643,628
Risk-weighted assets		
Credit risk-weighted assets	60,887,381	64,696,101
of which: total of items included in risk-weighted assets subject to transitional arrangements	—	—
of which: Other Financial Institutions Exposures	—	—
of which: other than those above	—	—
Market risk equivalent / 8%	5,108,698	—
Operational risk equivalent / 8%	4,276,669	2,291,026
Floor adjustment	—	—
Total amount of risk-weighted assets (D)	70,272,749	66,987,128
Capital adequacy ratio		
Capital adequacy ratio ((C) / (D))	14.39%	15.88%

Note 1: The Japan Post Group has applied the finalized Basel III framework starting from the end of the fiscal year ended March 31, 2025.  
Note 2: Starting from the end of the fiscal year ended March 31, 2025, the amount equivalent to market risk is calculated using the standardized approach.  
Note 3: 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, hereinafter referred to as Holding Company Capital Adequacy Ratio Notice).  
The data is calculated on a consolidated basis and according to the domestic standard.  
Note 4: In accordance with Article 15, Paragraph 3 of the Holding Company Capital Adequacy Ratio Notice, Japan Post Insurance Co., Ltd. is not included in the scope of consolidation.

## Qualitative Disclosure

### 1. Scope of consolidation

- (1) Differences and the causes of the relevant differences between companies belonging to the Japan Post Group that calculate the consolidated capital adequacy ratio in accordance with Article 15 of the Financial Service Agency's (FSA) Holding Company Capital Adequacy Ratio Notice and companies that are included in the scope of consolidation in accordance with Regulations for Consolidated Financial Statements
- The Company calculates its consolidated capital adequacy ratio as follows. Pursuant to Article 52-25 of the Banking Act, Consolidated capital adequacy ratio is calculated its capital adequacy in accordance with the capital adequacy ratio measurement guidelines, FSA's Notice No. 20, March 27, 2006 (hereinafter referred to as Holding Company Capital Adequacy Ratio Notice), which requires the bank holding company to calculate its capital adequacy based on assessment of the assets of the bank holding company and its subsidiaries. Please refer to pages 113 through 114 for the names of principal subsidiaries. In accordance with Article 15, the Group is comprised of the following 224 companies (hereafter the "Group") for the purpose of the calculation of the consolidated capital ratio. In accordance with the provisions of Article 15, Paragraph 3 of the Holding Company Capital Adequacy Ratio Notice, Japan Post Insurance Co., Ltd., an insurance subsidiary, is not included in the scope of consolidation.

However, according to the Regulations of Consolidated Financial Statements, the scope of consolidation includes 225 companies, comprising 224 consolidated subsidiaries and Japan Post Insurance Co., Ltd., a Group company.

Further details on Japan Post Insurance Co., Ltd. are presented on pages 107 and 121 through 123.

- (2) Number of consolidated subsidiaries and names and details of main business activities of principal consolidated subsidiaries within the Group

As mentioned previously, the Group is composed of the Company and 224 companies under the Holding Company Capital Adequacy Ratio Notice.

Principal consolidated subsidiaries are Japan Post Co., Ltd. and Japan Post Bank Co., Ltd. For details on business activities of the principal consolidated subsidiaries, refer to pages 104 through 106, and 115 through 120 of this report.

- (3) Number of affiliated corporations engaged in financial businesses subject to application of Article 21 of the Holding Company Capital Adequacy Ratio Notice, names of affiliated companies engaged in the relevant financial businesses, total amounts of assets and total amounts of net assets on the balance sheets and details of principal businesses
- None
- (4) Names of companies belonging to the Group that are not included in the scope of consolidation and companies not belonging to the Group that are included in the scope of consolidation, total amounts of assets and total amounts of net assets on the balance sheets and details of principal businesses
- 1) Companies belonging to the Group that are not included in the scope of consolidation
- None
- 2) Companies not belonging to the Group that are included in the scope of consolidation
- Japan Post Insurance Co., Ltd.
- Refer to page 125 of this report for details on the total amount of assets and total amount of net assets for Japan Post Insurance Co., Ltd. and to page 107 of this report for details about the company's main business activities.
- (5) Restrictions on transfer of funds and common stock among companies in the Holding Company Group
- None

2. Overview of capital instruments (This entire amount or partial amount are referred to as capital instruments and included in basic items of Core Capital as calculated under Article 14 of Holding Company Capital Adequacy Ratio Notice.)

The Company raises capital through equity financing (issuance of common stock).

3. Overview of method for evaluating the level of capital adequacy for the Group

With regard to the current adequacy of capital, the consolidated capital adequacy ratio as of March 31, 2025 calculated in accordance with the Holding Company Capital Adequacy Ratio Notice was 14.39%. This level is substantially higher than the 4% capital adequacy ratio of the domestic standard. When calculating the consolidated capital adequacy ratio, the Group adopts the standardized approach for credit risk, the standardized approach for market risk, and the standardized measurement approach for operational risk.

Japan Post Bank holds most of the assets with risk exposure concerning risk categories for companies belonging to the holding company's group with regard to the Holding Company Capital Adequacy Ratio Notice. Consequently, the following section covers primarily risk management at Japan Post Bank.

As a bank holding company, Japan Post Holdings monitors the overall risk management framework at Japan Post Bank. In addition, the holding company supervises risk management for the entire Group in accordance with the Basic Policy for Group Risk Management. Please refer to "Japan Post Group Risk Management Enhancement" on pages 79 through 80 for more information about risk management for the Japan Post Group.

### 4. Credit risk

- (1) Summary of risk management policy and procedures

Credit risk is the risk of incurring a loss due to a decline in the value of assets (including off-balance-sheet assets), or total loss of value due to the deteriorating financial condition of an obligor or to other factors.

Japan Post Bank uses a statistical method called value at risk (VaR) to quantify credit risk exposure. Japan Post Bank monitors its credit risk limit amounts on an ongoing basis in order to ensure that VaR does not exceed allocated risk capital. Japan Post Bank also carries out stress testing to consider the possibility of credit risk due to large-scale economic fluctuations outside those in the VaR model.

Japan Post Bank sets credit limits for exposure for individual companies, corporate groups, and countries and areas and manages and monitors this exposure in order to control credit concentration risk.

To provide a system of checks and balances for credit risk management, Japan Post Bank has a Risk Management Department, positioned as a middle management unit, and a Credit Department, positioned as a credit control unit. Within the Bank's organization, these units are independent of front-office and back-office operations. The Risk Management Department oversees credit risk measurements, credit concentration risk management, internal credit rating systems and other activities associated with credit risks. The Credit Department is responsible for individual credit account management, including assigning internal credit ratings, monitoring borrowers, managing major loan accounts and screening prospective loan deals.

The Risk Management Committee, ALM Committee and Executive Committee hold discussions and reach decisions on matters concerning the establishment and operation of credit risk management programs and on credit risk management.

Moreover, Japan Post Bank conducts credit business with the basic principles of public welfare, financial soundness and profitability. The Bank establishes the credit code to underpin sound and appropriate credit business activities by all executives and employees, in which the Bank has defined in writing its basic philosophy, action guidelines and other items of credit business.

Reserve for possible loan losses is provided for in accordance with the write-off and provision standards from the "Practical Guidance for Checking Internal Controls for Self-Assessments of Assets by Banks and Other Financial Institutions and for Audits of Loans Written Off and Loan Loss Allowance Provisions" (Japanese Institute of Certified Public

Accountants (JICPA), Special Committee for Audits of Banks, etc., Report No. 4). In accordance with self-assessment standards for assets, all loans are categorized by marketing departments and then audited by independent credit assessment departments.

Moreover, Japan Post Bank continuously monitors individual obligor's ability to meet the financial obligations, their financial condition and other factors affecting their credit standing in order to check obligors' credit risk in a timely and suitable manner. Additionally, Japan Post Bank performs even more-strict monitoring of borrowers with business conditions requiring close attention, such as borrowers at risk of having their credit rating downgraded due to deteriorating business results and borrowers with a steep decline in their stock price.

- (2) Portfolios where the standardized approach is applied

- 1) Qualified rating agencies, etc., used in making judgments on risk weights

When making judgments on risk weight, Japan Post Bank uses the credit ratings of four rating agencies and the Organisation for Economic Co-operation and Development (OECD). The four credit rating agencies are Rating and Investment Information, Inc. (R&I); Japan Credit Rating Agency, Ltd. (JCR); Moody's Investors Service, Inc. (Moody's); and S&P Global Ratings (S&P).

- 2) Qualified rating agencies, etc., used to determine risk weight for each category of exposure

Japan Post Bank uses the following qualified rating agencies for each of the following credit risk exposure categories.

In the case where multiple credit rating agencies provide ratings, the Bank selects the credit rating that yields the second smallest risk weight in accordance with Ministerial Notification of Capital Adequacy Ratio of the FSA's Notice No. 19, March 27, 2006, criteria on whether or not the adequacy of equity capital of a Bank is appropriate in light of the circumstances such as the assets owned by that Bank as stipulated by Article 14-2 of the Banking Act (hereinafter referred to as "Capital Adequacy Ratio Notice").

Exposure		Rating agencies
Central governments and central banks	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P, OECD
Non-central government public-sector entities		R&I, JCR, Moody's, S&P
Foreign non-central government public-sector entities		Moody's, S&P, OECD
Multilateral Development Banks		Moody's, S&P
Japan Finance Organization for Municipalities		R&I, JCR, Moody's, S&P
Japanese government agencies		R&I, JCR, Moody's, S&P
Three regional public corporations under Japanese local governments		R&I, JCR, Moody's, S&P
Financial institutions and Type I Financial Instruments Business Operators Insurance Companies	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P
Corporates	Resident	R&I, JCR, Moody's, S&P
	Non-resident	Moody's, S&P
Securitization transactions		R&I, JCR, Moody's, S&P

5. Summary of risk management policy and procedures for credit risk mitigation methods

In calculating the capital adequacy ratio, Japan Post Bank applies "credit risk mitigation methods" prescribed in the Capital Adequacy Ratio Notice. These methods are used to incorporate the risk mitigation effects of collateral, guarantees and other items in the capital adequacy ratio. These methods include qualified financial collateral, the netting of loans and self deposits, and guaranties and credit derivatives.

- Types of qualified financial collateral
- Japan Post Bank accepts cash, self-deposits and securities as qualified financial collateral.
- Summary of policy and procedures for valuation and management of collateral
- Japan Post Bank applies the "comprehensive method" for eligible financial collateral, as prescribed in the Capital Adequacy Ratio Notice.
- The Bank has established internal bank procedures to permit the timely disposal or acquisition of qualified financial collateral based on contracts concerning collateral as prescribed in loan agreements, etc.

- Summary of policy and procedures for offsetting loans and self-deposits and types and scope of applicable transactions

For the use of the netting of loans and self-deposits, as prescribed in the special terms for netting in the bank transaction agreement, etc., Japan Post Bank uses the remaining amount after netting loans and self-deposits as the amount of exposure for calculating the capital adequacy ratio.

As of the end of March 2024, Japan Post Bank was not using the off-setting of loans and self-deposits.

- Categories and credit standing of guarantors and major credit derivative counterparties
- Principal guarantors at Japan Post Bank are the central governments, etc., to which lower risk weightings than the guaranteed obligations are applied.

Additionally, credit derivative counterparties are the financial institutions to which lower risk weightings than the reference obligations are applied.

- Summary of policy and procedures when using legally binding mutual netting contracts for derivative transactions and transactions with repurchase agreements and categories and scope of applicable transactions

Japan Post Bank considers the results of derivatives transactions, including interest swaps and currency swaps, for which it has concluded effective netting contracts in accordance with the legal systems of each country in which it carries out transactions

- Information concerning concentrations of credit risk and market risk associated with the use of credit risk mitigation methods
- The principal credit risk mitigation methods of Japan Post Bank are qualified financial collateral that use cash and self-deposits and there is no concentration of credit risk and market risk.

6. Summary of risk management policy and procedures for counterparty risk concerning derivative transactions and transactions with long-term settlements

- (1) Policy on collateral security and reserve calculation, impact in the event of need for provision of additional collateral due to downturn in credit standing of Japan Post Bank

As required, Japan Post Bank enters into contracts for the mitigation of credit risk in which collateral is periodically submitted or received with the derivative transaction counterparty in order to cover rebuilding and other costs. Under the provision of these contracts, a decline in the financial condition of Japan Post Bank may require the provision of additional collateral to the counterparty. However, the Bank believes that the impact would be negligible.

The policy for calculating the allowance for derivative transaction losses is the same as for ordinary balance sheet assets.

- (2) Policy for credit limits and allocation of capital for risk exposure
- When conducting derivative transactions, Japan Post Bank assigns obligor ratings to all counterparties and provides credit limits in accordance with the rating of each counterparty. These limits are monitored on a daily basis. In addition, the credit exposure calculation method for credit risk management applies SA-CCR.

The allocation of capital for taking on risk for derivative transactions is almost the same as other transactions.

### 7. Securitization exposure

- (1) Summary of risk management policy and risk characteristics
- As an investor, Japan Post Bank is exposed to risks associated with securitization. Just as with investments in other securities, for purchasing, the Bank provides credit limits based on obligor ratings assigned in accordance with the Bank's own thorough examination of underlying assets, the senior / subordinate rights structure, the nature of securitization scheme and other factors. Following a purchase, the Bank monitors any decline in the quality of and changes in the composition of the underlying assets as well as other factors. Also, credit risk with securitization exposure is included in the calculation of credit risk and interest rate risk is included in the calculation of market risk. In addition, the Bank is also aware of market liquidity risk and reports on the state of these risks to the Executive Committee and other bodies.

The procedure concerning re-securitization exposure is the same as for securitization exposure.



- (2) Outline of the establishment and state of operation of a system prescribed by Article 226, Paragraph 1-1 to 1-4 of the Holding Company Capital Adequacy Ratio Notice (includes cases of application pursuant to Article 280-2, Paragraph 2) of the Holding Company Capital Adequacy Ratio Notice.

For securitization exposure risk, Japan Post Bank operates a structure that ascertains on a timely basis information concerning comprehensive risk characteristics and performance. Specifically, in addition to the Bank periodically reviewing obligor ratings in the event that a decline in the quality of or change in the structure of underlying assets has an impact on obligor ratings, the Bank provisionally reviews the obligor ratings.

The procedures concerning re-securitization exposure are the same as for securitization exposure.

- (3) Policies on using securitization transactions as a credit risk mitigation method  
Japan Post Bank does not use securitization transactions as a credit risk mitigation method.
- (4) Name of method used to calculate amount of credit risk assets for securitization exposure  
Japan Post Bank uses the External Ratings-Based Approach and Standard Approach prescribed in the Capital Adequacy Ratio Notice for calculating the amount of credit risk assets for securitization exposure.
- (5) Name of method used for calculating an amount equivalent to market risk of securitization exposure  
The Japan Post Group uses the standardized approach, as prescribed in the FSA Holding Company Capital Adequacy Notice, to calculate the amount equivalent to market risk of securitization exposure.
- (6) Distinguishing types of conduits for securitization and whether the Group is exposed to risks associated with securitization from securitization transactions when using conduits for securitization in executing securitization transactions for third-party assets  
The Japan Post Group does not use conduits for securitization to execute securitization transactions involving third-party assets.
- (7) Among the Group's subsidiaries (excluding consolidated subsidiaries, etc.) and affiliate companies, names of those companies exposed to risk associated with securitization transactions carried out by the Group (including securitization transactions using conduits for securitization)  
Not applicable
- (8) Accounting policy on securitized transactions  
For the recognition, valuation and accounting treatment of origination and extinguishment of financial assets and liabilities associated with securitized transactions, Japan Post Bank applies ASBJ Statement No. 10 "Accounting Standard for Financial Instruments" (January 22, 1999, Business Accounting Council).
- (9) Name of qualified rating agencies used in making judgments on risk weight for securitization exposure by category  
Japan Post Bank uses the ratings of the following credit rating agencies for the calculation of credit risk assets for securitization exposure:  
Rating and Investment Information, Inc. (R&I)  
Japan Credit Rating Agency, Ltd. (JCR)  
Moody's Investors Service, Inc. (Moody's)  
S&P Global Ratings (S&P)

#### 8. CVA risk

- (1) Name of method used for calculating CVA risk equivalent amount and scope of applicable transactions  
Japan Post Bank calculates the CVA risk equivalent amount using the reduced BA-CVA approach, targeting derivative transactions with counterparties other than qualifying central counterparties.
- (2) Characteristics of CVA risk and overview of the risk management framework for CVA risk  
CVA refers to the adjustment of the valuation of derivative transactions and similar instruments based on counterparty credit risk. CVA risk is the risk of incurring losses due to fluctuations in values of CVA caused by market risk factors and other influences.

At Japan Post Bank, CVA risk is managed within the capital allocation framework, with monitoring conducted through calculation of risk amounts and analysis of contributing factors. No hedging transactions are conducted against CVA risk.

#### 9. Market risk

- Overview of market risk management policies, procedures, and framework

- (1) Methods for identifying, assessing, managing, and mitigating risk, and monitoring the effectiveness of hedging  
Market risk is defined as the risk arising from fluctuations in market prices.

Japan Post Bank manages market risk based on the characteristics of its operations and risk profile, which include asset portfolios centered on market investments and liabilities primarily composed of deposits.

Market risk is quantitatively measured using the statistical method known as VaR. To ensure that the amount of market risk remains within the capital allocation limits determined in consideration of the Bank's capital strength, limits are set on market risk exposure and potential losses, monitoring and management are conducted accordingly. In addition, stress testing is performed to prepare for unexpected market changes that exceed the scope of statistical estimation.

Recognizing the importance of interest rate risk, Japan Post Bank monitors daily changes in present value using the 10 basis point value (10BPV), which represents the change in value when interest rates rise by 10 basis points. The Bank also conducts profit and loss simulations under various scenarios to comprehensively and appropriately assess interest rate risk.

To control 10BPV, the Bank not only adjusts the balance and maturity structure of assets and liabilities but also utilizes hedging instruments such as interest rate swaps.

To ensure the mutual check and balances in market risk management, the Risk Management Department is established as a middle office, organizationally separated from the front and back offices.

Matters related to the control and operation of the market risk management framework, as well as the implementation of market risk management, are determined through discussions by the Risk Management Committee, ALM Committee, and Executive Committee.

The status of market risk (VaR), compliance with market risk limits and loss limits, and other relevant information are reported directly to senior management on a daily basis to enable prompt and appropriate decision-making. Backtesting and stress testing are also conducted regularly, with results reported to the Executive Committee. Through these efforts, the Bank strives to appropriately control market risk and ensure stable profits.

- (2) Policy and procedures for defining the scope of products classified under the trading book  
In accordance with the FSA Holding Company Capital Adequacy Notice, products held for short-term resale or for the purpose of gaining profits from short-term price fluctuations related to market indicators are classified under the trading book.  
Among products that are required to be classified under the trading book by the Notice, those not held for trading purposes are classified under the banking book after prior notice to the Commissioner of the Financial Services Agency.
- (3) Transfer of products between the trading book and the banking book  
No transfers are made between the trading book and the banking book.
- (4) Status of risk transfer of the desk in charge of internal transactions  
No risk transfers are conducted through internal transactions.
- Scope and content of systems used for reporting and measurement  
Japan Post Bank uses the historical simulation method to calculate market risk (VaR), based on a one-sided 99% confidence level, a holding period of 240 business days (equivalent to one year), and an observation period of 1,200 business days (equivalent to five years).

For liquid deposits that remain with the Bank for extended periods without being withdrawn (so-called core deposits), the Bank estimates balances and allocates maturities using a model. For time deposits, the Bank estimates future cash flows using a model.

#### 10. Operational risk

- (1) Summary of risk management policy and procedures

The Japan Post Group defines operational risk as the risk of incurring losses caused by inappropriate activity involving business processes, the activities of executives and employees or computer systems, or by external events.

Japan Post Bank has seven categories of operational risk: processing risk, IT system risk, information assets risk, legal risk, human resources risk, tangible assets risk and reputational risk.

Japan Post Bank identifies, assesses, controls, monitors and mitigates risk for each risk category to manage operational risk and to maintain the soundness of their operations. To manage risk, Japan Post Bank identifies risks associated with business operations and evaluates these risks based on the frequency of their occurrence and the scale of their impact on operations. The Bank provides controls in accordance with the importance of each risk, monitors these risks and takes actions as required.

In addition, Japan Post Bank prepares a list of operational risks associated with business processes, products, computer systems and other items. The Bank periodically uses a Risk & Control Self Assessment (RCSA) process to determine the effectiveness of management systems aimed at reducing exposure to these risks. Based on the results of RCSA, for areas in which it is recognized that risk management needs to be improved and areas that risk management especially needs to be reinforced, improvement plans are formulated and improvement plans for reducing risk are discussed and formulated.

Japan Post Bank is making preparations for using systems to report actualized events such as clerical accidents or system problems. The content of the reports analyzes the causes and tendencies of clerical accidents, system problems and other matters and is used as basic data for taking effective countermeasures.

- (2) Method for calculating BI  
In accordance with Article 283 of the FSA Holding Company Capital Adequacy Notice, the business indicator (BI) is calculated by summing the interest, lease, and dividend component (ILDC), the services component (SC), and the financial component (FC).
- (3) Method for calculating ILM  
In accordance with Article 284, Paragraph 1, Item 4 of the FSA Holding Company Capital Adequacy Notice, a conservative estimate is used for the calculation.
- (4) Exclusion of consolidated subsidiaries or business units from BI calculation in determining the operational risk capital amount  
Consolidated subsidiaries engaged in general business activities unrelated to financial operations are excluded from the BI calculation.
- (5) Exclusion of extraordinary losses from ILM calculation in determining the operational risk capital amount  
Not applicable.

11. Summary of risk management policy and procedures for investments, shares and other exposure  
Japan Post Bank, which is a company engaged in the banking business that belongs to the Group as prescribed in the Holding Company Capital Adequacy Ratio Notice, monitors and manages exposure to investments, stock, and other assets as owned by the Bank in the banking account based on the framework of market risk management and credit risk management. It does so by establishing market risk limits and loss limits so that the amount of market risk does not exceed the amount of capital allocated for market risk, based on the Bank's equity and other resources.  
As of the end of March 2025, there are no investments in real estate investment trusts (REITs) or similar types of investments.

#### 12. Interest rate risk

- (1) Summary of risk management policy and procedures  
Interest rate risk in the banking book (IRRBB) is the risk of incurring a loss due to a change in the value of assets and liabilities (including off-balance-sheet assets and liabilities) or the risk of incurring a loss due to changes in earnings generated from assets and liabilities due to changes in interest rates.  
As part of its monitoring of interest rate risk in the banking book, Japan Post Bank measures interest rate sensitivity (10BPV) daily and also measures  $\Delta$ EVE (measured as such an amount of decline in economic value of equity in relation to an interest rate shock as may be calculated on the basis of interest rate shocks as prescribed by the Capital Adequacy Ratio Notice) and  $\Delta$ NII (measured as such an amount of decline in interest income over the measurement period (the period of 12 months from the reference date of calculation) in relation to an interest rate shock as may

be calculated on the basis of interest rate shocks as prescribed by the Capital Adequacy Ratio Notice) monthly to evaluate a level of capital adequacy.

- (2) Summary of method for calculating interest rate risk for internal management

The main assumptions for calculation of interest rate risk ( $\Delta$ EVE and  $\Delta$ NII) in the banking book of Japan Post Bank Co., Ltd. are as follows.

- The Bank applies an internal model for estimating outstanding balances and allocating to settlement dates of liquid deposits that will remain on deposit in the Bank for a long term without being withdrawn (so-called core deposits). The average maturity for interest rate revisions is 3.2 years and the longest maturity for interest rate revisions is 10 years.
- Interest rate risk relating to TEIGAKU deposits is calculated based on an estimated future cash flow using an internal model.  $\Delta$ NII is the simple sum of  $\Delta$ NII measured for each currency.
- For aggregating multiple currencies, the  $\Delta$ EVE calculated for each currency consisting of the Japanese yen, U.S. dollar, euro, pound and Australian dollar is aggregated factoring in cross-currency correlations. For other currencies, calculation is performed based on the simple addition of just those positive currencies from among the  $\Delta$ EVE calculated for each currency.
- Spread levels are included in discounted interest rates and cash flows.

Quantitative Disclosure

1. Among subsidiaries that are Other Financial Institutions (referred to as Other Financial Institutions as prescribed under Article 18, Paragraph 6-1 of Holding Company Capital Adequacy Ratio Notice), names of the companies with shortage in the regulatory required capital and the total amounts of the regulatory required capital shortfall  
None

2. Capital adequacy

(1) Amount of required capital for credit risk (On-balance-sheet items)

(Millions of yen)		
Item	2024 (As of March 31, 2024)	(Reference) Risk weight (%)
1 Cash	¥ —	0
2 Japanese government and the Bank of Japan	—	0
3 Foreign central governments and central banks	4,511	0-100
4 Bank for International Settlements, etc.	—	0
5 Non-central government public-sector entities	—	0
6 Foreign non-central government public-sector entities	6,394	20-100
7 Multilateral Development Banks	—	0-100
8 Japan Finance Organization for Municipalities	2,473	10-20
9 Japanese government agencies	8,005	10-20
10 Three regional public corporations under Japanese local governments	516	20
11 Financial Institutions and Type I Financial Instruments Business Operators	72,827	20-100
12 Corporates	297,551	20-100
13 SMEs, etc. and individuals	2	75
14 Mortgage loans	—	35
15 Project finance (acquisition of real estate)	204	100
16 Past-due loans (three months or more)	62	50-150
17 Outstanding drafts	—	20
18 Loans guaranteed by Credit Guarantee Corporation, etc.	—	0-10
19 Loans guaranteed by the Regional Economy Vitalization Corporation of Japan (REVIC), etc.	—	10
20 Investments in capital and others	12,318	100-1,250
of which: exposure to investments	12,318	100
of which: exposure to significant investments	—	1,250
21 Other than above	233,329	100-250
of which: exposure to capital instruments other than those corresponding to subject common shares among capital instruments of Other Financial Institutions as well as other external TLAC-related instruments	17,536	250
of which: exposure related to portions not included in adjustment items among specified items	89,343	250
of which: exposure related to other external TLAC instruments associated with other financial institutions holding more than 10% of the voting rights for all shareholders	—	250
of which: exposure related to the portion exceeding the 5% criteria amount associated with other external TLAC-related instruments among other external TLAC instruments associated with other financial institutions not holding more than 10% of the voting rights for all shareholders	—	150
of which: other exposure	126,449	100
22 Securitization	29,719	—
of which: STC requirements are applied	—	—
of which: non-STC requirements are applied	29,719	—
23 Re-securitization	19	—
24 Exposure to which deemed calculation of risk weight is applied	1,875,870	—
25 Amount of items included in risk-weighted assets through transitional arrangements	—	—
26 Amount of items not included in risk-weighted assets through transitional arrangements pertaining to exposure concerning capital instruments of Other Financial Institutions	—	—
Total	¥2,543,805	—

Note: Required capital is calculated using the following formula:  
Credit risk-weighted assets × 4%.

(2) Amount of required capital for credit risk (Off-balance-sheet items)

(Millions of yen)		
Item	2024 (As of March 31, 2024)	(Reference) Weight (%)
1 Commitment lines that can be cancelled automatically or unconditionally at any time	¥ —	0
2 Commitment lines with original contracts of one year or less	37	20
3 Short-term trade contingent liabilities	—	20
4 Contingent liabilities arising from specific transactions	—	50
of which: principal reimbursement trust deeds with restructuring	—	50
5 NIF or RUF	—	50
6 Commitment lines with an original duration of one year or longer	497	50
7 Contingent liabilities arising from directly substituted credit	6,599	100
of which: secured with loan guarantees	—	100
of which: secured with securities	—	100
of which: secured with drafts	—	100
of which: principal reimbursement trust deeds without restructuring	—	100
of which: secured with credit derivative protection	4,859	100
8 Assets sold with repurchase agreements or assets sold with right of claim (after deductions)	—	—
Assets sold with repurchase agreements or assets sold with right of claim (before deductions)	—	100
Deduction	—	—
9 Futures bought, forward delivery deposits, partially subscribed equity shares, partially subscribed bonds	—	100
10 Securities lending, cash or securities collateral, or sale of securities with repurchase agreement or purchase with resale agreement	26,707	100
11 Derivative transactions and long-term settlements transactions	3,715	—
Current exposure method	1	—
Derivative transactions	1	—
Foreign exchange related transactions	1	—
Interest rate related transactions	0	—
Gold related transactions	—	—
Equity security related transactions	—	—
Precious metal related transactions (excluding gold)	—	—
Other commodity related transactions	—	—
Credit derivative transactions (counterparty risk)	—	—
Netting effect on credit equivalent amount under close-out netting agreement (deduction)	—	—
Long-term settlements transactions	—	—
SA-CCR	3,713	—
Derivative transactions	3,711	—
Long-term settlements transactions	1	—
12 Unsettled transactions	—	—
13 The unexecuted portion of a credit facility for qualified servicer cash advance pertaining to securitization exposure	—	0-100
14 Off-balance-sheet securitization exposure other than above	—	—
Total	¥ 37,556	—

Note 1: Required capital is calculated using the following formula:  
Credit risk-weighted assets × 4%.

Note 2: Japan Post Bank Co., Ltd. applies the SA-CCR as the credit equivalent calculation method for derivative transactions and long-term settlements transactions. Other credit equivalent amounts are calculated using the current exposure method.

(3) Amount of credit risk assets and required capital for credit risk  
(Breakdown of on-balance sheet and off-balance sheet items)

(Millions of yen)			
Item	Risk weights prescribed by the Notice	2025 (As of March 31, 2025)	
		Amount of credit risk assets	Amount of required capital
Cash	0	¥ —	¥ —
Japanese government and the Bank of Japan	0	—	—
Foreign central governments and central banks	0-150	128,307	5,132
Bank for International Settlements, etc.	0	—	—
Non-central government public-sector entities	0	—	—
Foreign non-central government public-sector entities	20-150	150,272	6,010
Multilateral Development Banks	0-150	—	—
Japan Finance Organization for Municipalities	10-20	64,277	2,571
Japanese government agencies	10-20	193,027	7,721
Three regional public corporations under Japanese local governments	20	12,161	486
Financial Institutions, Type I Financial Instruments Business Operators and Insurance Companies	20-150	3,171,092	126,843
of which: Type I Financial Instruments Business Operators and Insurance Companies	20-150	863,548	34,541
Covered bonds	10-100	—	—
Corporates, etc. (Including specialized lending)	20-150	7,522,671	300,906
of which: specialized lending	20-150	30,188	1,207
SMEs, etc. and individuals	45-100	11,734	469
of which: transactors	45	—	—
Real estate related	20-150	—	—
of which: owner-occupied residential real estate	20-75	—	—
of which: rental real estate	30-150	—	—
of which: commercial real estate	70-150	—	—
of which: other real estate	60	—	—
of which: ADC	100-150	—	—
Subordinated debt, equity and other capital instruments	150	79,192	3,167
Past due, etc. (excluding owner-occupied residential real estate)	50-150	1,326	53
Past due in relation to exposures to owner-occupied residential real estate	100	—	—
Uncollected notes	20	—	—
Guaranteed by credit guarantee corporations, etc.	0-10	—	—
Guaranteed by Regional Economy Vitalization Corporation of Japan, etc.	10	—	—
Equities, etc.	250-400	243,279	9,731
Other than above	100-1,250	6,264,239	250,569
of which: significant investments exposure	1,250	—	—
of which: exposure to capital instruments of other financial institutions that do not qualify as eligible common equity or other External TLAC Instruments	250-400	433,414	17,336
of which: exposure related to portions of specified items not included in deduction items	250	2,598,220	103,928
of which: exposure to other external TLAC instruments issued by financial institutions in which voting rights exceed 10%	250	—	—
of which: exposure to other external TLAC instruments issued by financial institutions in which voting rights do not exceed 10%	150	62,805	2,512
of which: other exposures not included above	100	3,169,798	126,791
Securitization	—	586,802	23,472
of which: STC requirements are applied	—	—	—
of which: subject to short-term STC criteria	—	—	—
of which: related to non-performing loan securitization	—	—	—
of which: not subject to STC or non-performing loan securitization criteria	—	586,802	23,472
Re-securitization	—	333	13
Exposures subject to deemed risk-weight calculation	—	42,191,844	1,687,673
Unsettled transactions	—	—	—
Amount excluded from risk-weighted assets under transitional arrangements for exposures to capital instruments of other financial institutions	—	—	—
Total	—	¥ 60,620,565	¥ 2,424,822

Note: The amount of required capital is calculated using the following formula: Credit risk-weighted assets x 4%.



(Central counterparty related exposure)

Item	2025 (As of March 31, 2025)	
	Amount of credit risk assets	Amount of required capital
Qualifying central counterparties	¥ 58,311	¥ 2,332
Central counterparties other than qualifying CCPs	—	—
Total	¥ 58,311	¥ 2,332

Note: The amount of required capital is calculated using the following formula: Credit risk-weighted assets x 4%.

(CVA risk)

The reduced basic approach for CVA	2025 (As of March 31, 2025)		
	Components	Amount obtained by dividing the CVA risk equivalent by 8%	Amount of required capital
Aggregation of systematic components of CVA risk	¥ 44,963		
Aggregation of idiosyncratic components of CVA risk	13,988		
Total		¥ 208,504	¥ 8,340

Note 1: The counterparty-common component of CVA risk is the value of Kreduced calculated under the reduced BA-CVA approach prescribed in Article 248-3-4 of the FSA Holding Company Capital Adequacy Notice, assuming  $\rho = 1$  in the formula for Kreduced.  
Note 2: The counterparty-specific component of CVA risk is the value of Kreduced calculated under the reduced BA-CVA approach prescribed in Article 248-3-4 of the FSA Holding Company Capital Adequacy Notice, assuming  $\rho = 0$  in the formula for Kreduced.  
Note 3: The amount of required capital is calculated by multiplying the CVA risk equivalent amount divided by 8% x 4%.

(4) The amount obtained by dividing the total market risk equivalent by 8%, the amount of required capital for market risk, and the respective amounts by method used within the consolidated group as listed below

Item	2025 (As of March 31, 2025)	
	Amount obtained by dividing the total market risk equivalent by 8%	Amount of required capital
Simplified approach	—	—
Standardized approach	¥ 5,108,698	¥ 204,347
Internal models approach	—	—
Amount obtained by dividing the total market risk equivalent related to inter-account transfers by 8%, the portion added to credit risk-weighted assets, and the amount of required capital related to such transfers	—	—
Total	¥ 5,108,698	¥ 204,347

Note: The amount of required capital is calculated by multiplying the amount obtained by dividing the total market risk equivalent by 8% x 4%.

(5) Amount obtained by dividing the operational risk equivalent by 8%, the amount of required capital for operational risk, and the amounts for BI and BIC (Components of BIC)

Item		2025 (As of March 31, 2025)		
		A	B	C
		2025 (As of March 31, 2025)	2024 (As of March 31, 2024)	2023 (As of March 31, 2023)
1	ILDC	¥ 847,934		
2	Interest income	1,754,446	¥ 1,398,113	¥ 1,244,309
3	Interest expenses	815,353	698,870	458,787
4	Interest-earning assets	230,681,266	231,246,085	228,547,884
5	Dividend income	40,481	51,078	32,603
6	SC	873,730	—	—
7	Fees and commission income	198,753		
8	Fee and commission expenses	31,609	31,674	30,097
9	Other operating income	581,585	581,671	702,546
10	Other operating expenses	111,469	113,724	109,192
11	FC	579,225		
12	Net profit or loss on financial operations (trading book) (net profit or loss on trading transactions, etc.)	—	—	—
13	Net profit or loss on financial operations (non-trading book) (net profit or loss on accounts other than trading transactions, etc.)	553,790	564,910	618,976
14	BI	2,300,890		
15	BIC	342,133		
16	BI including consolidated subsidiaries, etc. or operating divisions that are subject to qualified exception	2,300,890		
17	BI excluded based on qualified exception	—		

(Overview of required capital amount for operational risk)

Item		2025 (As of March 31, 2025)
1	BIC	¥ 342,133
2	ILM	1
3	Operational risk capital amount	342,133
4	Risk-weighted assets for operational risk	4,276,669
5	Required capital amount for operational risk	171,066

Note 1: The amount of operational risk-weighted assets is calculated by dividing the operational risk equivalent by 8%.  
Note 2: The amount of required capital for operational risk is calculated by multiplying the amount obtained by dividing the operational risk equivalent by 8% x 4%.

(6) Total consolidated risk-weighted assets and total amount of consolidated required capital

Item	2025 (As of March 31, 2025)
	(Millions of yen)
Total amount of consolidated risk-weighted assets	¥ 70,272,749
Total amount of consolidated required capital	2,810,909

Note: The amount of required capital is the amount of risk assets x 4%.

Item	2024 (As of March 31, 2024)
	(Millions of yen)
Amount of required capital for credit risk (A)	¥ 2,679,485
Portfolios subject to the standardized approach	711,973
Securitization exposures	675,753
CVA risk equivalent	29,738
Exposures related to central counterparties	5,570
Required capital for credit risk related to exposures subject to risk-weight approximation (B)	912
Amount of required capital for market risk (C)	1,875,870
Amount of required capital for operational risk (D)	—
Standardized measurement approach	91,641
Total amount of consolidated required capital (A + B + C + D)	¥ 91,641

Note 1: The total amount of consolidated required capital is the denominator of the consolidated capital adequacy ratio x 4%.  
Note 2: The amount of required capital for credit risk is the amount of credit risk assets x 4%.  
Note 3: The amount of required capital for operational risk equivalent amount is operational risk equivalent amount divided by 8% x 4%.

3. Credit risk

(1) Credit risk exposure by region, industry and customer

Counterparts		2025 (As of March 31, 2025)					
		Loans and deposits	Securities	Derivatives	Others	Total	Past-due loans
Domestic	Sovereigns	¥ 71,323,464	¥ 54,876,381	¥ —	¥ 70,470	¥ 126,270,316	¥ —
	Financial institutions	6,226,799	11,449,311	390,494	74,386	18,140,992	—
	Corporates	638,290	6,325,030	—	406,802	7,370,124	0
	SMEs, etc. and individuals	35,225	—	—	102	35,327	37
	Others	2,445,998	9,668,743	77,712	3,280,577	15,508,258	2,212
Domestic total		80,669,780	82,319,467	468,207	3,832,339	167,289,795	2,250
Overseas total		84,210	566	1,372	269,490	355,639	—
Total		¥ 80,753,990	¥ 82,320,034	¥ 469,580	¥ 4,101,830	¥ 167,645,435	¥ 2,250

Counterparts		2024 (As of March 31, 2024)					
		Loans and deposits	Securities	Derivatives	Others	Total	Past-due loans for three months
Domestic	Sovereigns	¥ 68,487,547	¥ 58,628,765	¥ —	¥ 112,513	¥ 127,228,825	¥ —
	Financial institutions	5,263,566	11,357,713	448,409	26,653	17,096,343	—
	Corporates	577,959	6,258,575	—	370,014	7,206,549	0
	SMEs, etc. and individuals	—	—	—	111	111	38
	Others	2,366,368	8,490,288	73,057	3,256,612	14,186,327	2,237
Domestic total		76,695,441	84,735,343	521,467	3,765,905	165,718,157	2,276
Overseas total		83,994	12,469	176	262,426	359,066	—
Total		¥ 76,779,435	¥ 84,747,812	¥ 521,643	¥ 4,028,331	¥ 166,077,224	¥ 2,276

Note 1: All subsidiaries other than Japan Post Bank Co., Ltd. do not engage in loan operations, in principle, and therefore do not categorize credit by industry sector. Accordingly, a breakdown by customer is presented in the above table.  
Note 2: "Domestic" and "Overseas" refer to the domicile of the main branch (Head Office).  
Note 3: "Loans and deposits" include loans and bills discounted, due from banks, call loans and off-balance-sheet assets, etc., other than derivatives.  
Note 4: "Securities" include Japanese government bonds, local government bonds, corporate bonds, etc.  
Note 5: "Derivatives" include forward interest rate swaps and currency swaps, etc.  
Note 6: "Sovereigns" include central governments, central banks, local governments, etc.  
Note 7: "Financial institutions" include the Multilateral Development Banks, Bank for International Settlements, etc., Japan Finance Organization for Municipalities and Financial Institutions and Type I Financial Instruments Business Operators.  
Note 8: "Corporates" include Foreign public-sector entities other than central governments, Japanese government agencies, three regional public corporations under Japanese local governments and corporations, etc.  
Note 9: The exposure amount as of the end of the fiscal year ended March 31, 2024, includes the balance before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods. The fiscal year ended March 31, 2025, the balance is shown after the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.  
Note 10: "Past-due loans" exposures are those that fall under Article 49 of the Capital Adequacy Ratio Notice. The "Delinquent for three months or more" category as of the end of the fiscal year ended March 31, 2024, refers to exposures for which principal or interest payments have been overdue for three months or more from the day following the contractual payment date.  
Note 11: Investment trusts and other funds are not included.

(2) Credit risk exposure by maturity

Remaining period	2025 (As of March 31, 2025)				
	Loans and deposits	Securities	Derivatives	Others	Total
1 year or less	¥ 6,096,929	¥ 10,477,164	¥ 956	¥ 537,583	¥ 17,112,633
Over 1 year to 3 years	635,534	14,471,460	182,566	—	15,289,561
Over 3 years to 5 years	628,396	11,039,560	194,908	23	11,862,889
Over 5 years to 7 years	401,323	6,046,131	23,086	—	6,470,541
Over 7 years to 10 years	228,448	14,922,904	695	—	15,152,049
Over 10 years	690,895	24,284,468	67,366	—	25,042,730
No due date or perpetual	72,072,461	1,078,344	—	3,564,223	76,715,029
Total	¥ 80,753,990	¥ 82,320,034	¥ 469,580	¥ 4,101,830	¥ 167,645,435

Remaining period	2024 (As of March 31, 2024)				
	Loans and deposits	Securities	Derivatives	Others	Total
1 year or less	¥ 14,873,941	¥ 16,601,318	¥ 15,844	¥ 537,377	¥ 32,028,481
Over 1 year to 3 years	847,957	16,986,023	149,598	—	17,983,578
Over 3 years to 5 years	585,589	11,418,621	258,166	30	12,262,408
Over 5 years to 7 years	368,688	5,936,988	24,820	—	6,330,496
Over 7 years to 10 years	344,749	8,428,977	49,877	—	8,823,605
Over 10 years	761,058	24,365,057	23,336	—	25,149,452
No due date or perpetual	58,997,451	1,010,826	—	3,490,924	63,499,201
Total	¥ 76,779,435	¥ 84,747,812	¥ 521,643	¥ 4,028,331	¥ 166,077,224

Note 1: "Loans and deposits" include loans and bills discounted, due from banks, call loans and off-balance-sheet assets, etc., other than derivatives.

Note 2: "Securities" include Japanese government bonds, local government bonds, corporate bonds, etc.

Note 3: "Derivatives" include forward interest rate swaps and currency swaps, etc.

Note 4: The exposure amount as of the end of the fiscal year ended March 31, 2024, includes the balance before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods. The fiscal year ended March 31, 2025, the balance is shown after the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.

Note 5: Investment trusts and other funds are not included.

(3) Year-end balances and changes during the period of general reserve for possible loan losses, specific reserve for possible loan losses and loan loss reserve for specific overseas countries

	2025	2025	2024	2024
	(From April 1, 2024 to March 31, 2025)	(As of March 31, 2025)	(From April 1, 2023 to March 31, 2024)	(As of March 31, 2024)
	Change during the period	Year-end balance	Change during the period	Year-end balance
General reserve for possible loan losses	¥(3)	¥ 170	¥ 12	¥ 174
Specific reserve for possible loan losses	0	0	0	0
Loan loss reserve for specific overseas countries	—	—	—	—

Note 1: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

Note 2: General reserve for loan losses is not classified by region, industry and customer.

(4) Year-end balances and changes during the period of specific reserve for possible loan losses by region and industry

	2025	2025	2024	2024
	(From April 1, 2024 to March 31, 2025)	(As of March 31, 2025)	(From April 1, 2023 to March 31, 2024)	(As of March 31, 2024)
	Change during the period	Year-end balance	Change during the period	Year-end balance
Domestic	¥ 0	¥ 0	¥ 0	¥ 0
Overseas	—	—	—	—
Total	¥ 0	¥ 0	¥ 0	¥ 0

Note: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

By industry

	2025	2025	2024	2024
	(From April 1, 2024 to March 31, 2025)	(As of March 31, 2025)	(From April 1, 2023 to March 31, 2024)	(As of March 31, 2024)
	Change during the period	Year-end balance	Change during the period	Year-end balance
Agriculture, forestry, fisheries, mining	¥ —	¥ —	¥ —	¥ —
Manufacturing	—	—	—	—
Utilities, Information/communications, transportation	—	—	—	—
Wholesale, retail	—	—	—	—
Finance and Insurance	—	—	—	—
Construction, real estate	—	—	—	—
Services, goods rental/leasing	—	—	—	—
Sovereigns	—	—	—	—
Others	0	0	0	0
Total	¥ 0	¥ 0	¥ 0	¥ 0

Note: Reserve for loan losses related to loans disclosed under the Financial Revitalization Law is listed.

(5) The amount of write-off of loans by industry and customer

	2025	2024
	(From April 1, 2024 to March 31, 2025)	(From April 1, 2023 to March 31, 2024)
Agriculture, forestry, fisheries, mining	¥ —	¥ —
Manufacturing	—	—
Utilities, Information/communications, transportation	—	—
Wholesale, retail	—	—
Finance and Insurance	—	—
Construction, real estate	—	—
Services, goods rental/leasing	—	—
Sovereigns	—	—
Others	10	5
Total	¥ 10	¥ 5

(6) Exposure amounts and credit risk-weighted assets by portfolio category

Item	2025 (As of March 31, 2025)					
	Exposures before CCF and CRM		Exposures post-CCF and CRM			Risk-weighted assets density
	On-balance exposure	Off-balance exposure	On-balance exposure	Off-balance exposure	Amount of credit risk assets	
Cash	¥ 1,038,502	¥ —	¥ 1,038,502	¥ —	¥ —	0.00%
Japanese government and the Bank of Japan	107,181,281	4,857,098	107,181,281	4,857,098	—	0.00%
Foreign central governments and central banks	6,200,620	13,100	6,200,620	13,100	128,307	2.07%
Bank for International Settlements, etc.	0	—	0	—	—	0.00%
Non-central government public-sector entities	7,292,272	—	7,292,272	—	—	0.00%
Foreign non-central government public-sector entities	754,255	—	754,255	—	150,272	19.92%
Multilateral Development Banks	5,240	—	5,240	—	—	0.00%
Japan Finance Organization for Municipalities	907,519	—	907,519	—	64,277	7.08%
Japanese government agencies	4,262,749	273,623	4,262,749	—	193,027	4.53%
Three regional public corporations under Japanese local governments	60,806	—	60,806	—	12,161	20.00%
Financial Institutions, Type I Financial Instruments Business Operators and Insurance Companies	9,653,841	10,259,751	9,653,841	2,662,044	3,171,092	25.75%
of which: Type I Financial Instruments Business Operators and Insurance Companies	1,858,006	5,713,926	1,858,006	1,501,015	863,548	25.71%
Covered bonds	—	—	—	—	—	—
Corporates (Including specialized lending)	15,836,764	691,502	15,836,764	676,255	7,522,671	45.56%
of which: specialized lending	23,088	16,763	23,088	6,705	30,188	101.33%
SMEs, etc. and individuals	34,894	371,194	34,894	396	11,734	33.25%
of which: transactors	—	—	—	—	—	—
Real estate related	—	—	—	—	—	—
of which: owner-occupied residential real estate	—	—	—	—	—	—
of which: rental real estate	—	—	—	—	—	—
of which: commercial real estate	—	—	—	—	—	—
of which: other real estate	—	—	—	—	—	—
of which: ADC	—	—	—	—	—	—

(Millions of yen)

Item	2025 (As of March 31, 2025)					
	Exposures before CCF and CRM		Exposures post-CCF and CRM			Risk-weighted assets density
	On-balance exposure	Off-balance exposure	On-balance exposure	Off-balance exposure	Amount of credit risk assets	
Subordinated debt, equity and other capital instruments	79,192	—	79,192	—	79,192	100.00%
Past due, etc. (excluding owner-occupied residential real estate)	2,250	—	2,250	—	1,326	58.96%
Past due in relation to exposures to owner-occupied residential real estate	—	—	—	—	—	—
Uncollected notes	—	—	—	—	—	—
Guaranteed by credit guarantee corporations, etc.	—	—	—	—	—	—
Guaranteed by Regional Economy Vitalization Corporation of Japan, etc.	—	—	—	—	—	—
Equities, etc.	243,279	—	243,279	—	243,279	100.00%
Total	¥ 153,553,470	¥ 16,466,270	¥ 153,553,470	¥ 8,208,896	¥ 11,577,343	7.16%

Note: The exposure amounts are presented net of specific provisions for doubtful accounts.

Breakdown of exposures by portfolio category and risk-weight category

(Millions of yen)

Portfolio category	2025 (As of March 31, 2025)									
	Exposures (after CCF and CRM)									
	0%	10%	20%	50%	100%	150%		Others	Total	
Japanese government and the Bank of Japan	¥ 112,038,379	¥ —	¥ —	¥ —	¥ —	¥ —		¥ —	¥ 112,038,379	
Foreign central governments and central banks	5,809,698	111,296	97,827	194,660	147	90		—	6,213,720	
Bank for International Settlements, etc.	0	—	—	—	—	—		—	0	
	0%	10%	20%	50%	100%	150%		Others	Total	
Non-central government public-sector entities	7,292,272	—	—	—	—	—		—	7,292,272	
Foreign non-central government public-sector entities	—	24,100	727,255	1,017	1,840	41		—	754,255	
Japan Finance Organization for Municipalities	281,108	610,049	16,361	—	—	—		—	907,519	
Japanese government agencies	2,347,500	1,900,225	15,023	—	—	—		—	4,262,749	
Three regional public corporations under Japanese local governments	—	—	60,806	—	—	—		—	60,806	
	0%	20%	30%	50%	100%	150%		Others	Total	
Multilateral Development Banks	5,240	—	—	—	—	—		—	5,240	
	10%	20%	30%	40%	50%	75%	100%	150%	Others	Total
Financial Institutions, Type I Financial Instruments Business Operators and Insurance Companies	25,000	6,985,578	4,394,319	23,470	887,474	—	19	23	—	12,315,886
of which: Type I Financial Instruments Business Operators and Insurance Companies	—	2,132,111	870,517	22,256	334,137	—	—	—	—	3,359,022
	10%	15%	20%	25%	35%	50%	100%		Others	Total
Covered bonds	—	—	—	—	—	—	—	—	—	—
	0%	10%	20%	50%	75%	80%	100%	130%	Others	Total
Corporates (Including specialized lending)	170,542	30,085	5,725,940	7,121,158	2,607,170	17,086	828,329	12,707	—	16,513,020
of which: specialized lending	—	—	—	—	—	17,086	—	12,707	—	29,793
	100%	150%	250%	400%					Others	Total
Subordinated debt, equity and other capital instruments	—	79,192	—	—					—	79,192
Equities, etc.	—	—	238,255	5,023					—	243,279
	20%	45%	50%	75%	100%				Others	Total
SMEs, etc. and individuals	21,449	—	12,760	—	1,080				—	35,290
of which: transactors	—	—	—	—	—				—	—
	20%	25%	30%	40%	50%	70%	75%		Others	Total
Real estate related of which: owner-occupied residential real estate	—	—	—	—	—	—	—		—	—
	20%	31.25%	37.5%	50%	62.5%				Others	Total
of which: the second lien meets the eligibility requirements	—	—	—	—	—				—	—
	30%	35%	45%	60%	75%	105%	150%		Others	Total
Real estate related of which: rental real estate	—	—	—	—	—	—	—		—	—
	30%	43.75%	56.25%	75%	93.75%				Others	Total
of which: the second lien meets the eligibility requirements	—	—	—	—	—				—	—
	70%	90%	110%	150%					Others	Total
Real estate related of which: commercial real estate	—	—	—	—					—	—
	70%	112.5%							Others	Total
of which: the second lien meets the eligibility requirements	—	—							—	—

(Millions of yen)

Portfolio category	2025 (As of March 31, 2025)									
	Exposures (after CCF and CRM)									
	60%					Others	Total			
Real estate related of which: other real estate	—					—	—			
	60%					Others	Total			
of which: the second lien meets the eligibility requirements	—					—	—			
	100%	150%					Others	Total		
Real estate related of which: ADC	—	—					—	—		
	20%	50%	100%	150%					Others	Total
Past due, etc. (excluding owner-occupied residential real estate)	1	2,046	—	202					—	2,250
Past due in relation to exposures to owner-occupied residential real estate	—	—	—	—					—	—
	0%	10%	20%					Others	Total	
Cash	1,038,502	—	—					—	—	1,038,502
Uncollected notes	—	—	—					—	—	—
Guaranteed by credit guarantee corporations, etc.	—	—	—					—	—	—
Guaranteed by Regional Economy Vitalization Corporation of Japan, etc.	—	—	—					—	—	—

Note 1: Exposure amounts for "Subordinated Claims and Other Capital Instruments" and "Equities, etc." are presented under the risk-weight categories based on full implementation, prior to the application of transitional arrangements.  
Note 2: Exposure amounts are presented net of specific provisions for doubtful accounts.  
Note 3: Exposure amounts for guaranteed claims are presented under the portfolio category of the guarantor and the risk-weight category after applying credit risk mitigation techniques.

(7) Amount of exposure by risk-weight category

(Millions of yen)

Item	2025 (As of March 31, 2025)			
	Exposures before CCF and CRM		Risk-weighted assets density	Exposures post-CCF and CRM
	On balance	Off balance		
Less than 40%	¥ 141,774,597	¥ 15,193,806	99.93%	¥ 149,728,565
Over 40% and 70% or less	8,005,822	871,858	99.58%	8,242,589
75%	2,597,170	10,000	100.00%	2,607,170
80%	17,086	—	—	17,086
85%	—	—	—	—
Over 90% and 100% or less	829,961	373,842	0.38%	831,417
Over 105% and 130% or less	6,002	16,763	40.00%	12,707
150%	79,549	—	—	79,549
250%	238,255	—	—	238,255
400%	5,023	—	—	5,023
1,250%	—	—	—	—
Others	—	—	—	—
Total	¥ 153,553,470	¥ 16,466,270	97.60%	¥ 161,762,366

Note 1: Exposure amounts are presented net of specific provisions for doubtful accounts.  
Note 2: Exposure amounts for "Subordinated Claims and Other Capital Instruments" and "Equities, etc." are presented under the risk-weight categories based on full implementation, prior to the application of transitional arrangements.  
Note 3: Investment trusts and other funds are not included.

(Millions of yen)

Risk weight	2024 (As of March 31, 2024)	
	Rated	Not rated
0%	¥ 121,296,220	¥ 8,446,292
2%	—	424,775
4%	—	—
10%	237,919	2,584,770
20%	17,620,841	81,993
35%	—	—
50%	7,655,528	2,103
75%	—	73
100%	2,232,675	4,337,716
150%	166	171
250%	49,479	1,019,321
1,250%	—	—
Others	—	87,173
Total	¥ 149,092,832	¥ 16,984,392

Note 1: Ratings are used for those rated by qualified rating agencies in principle.  
Note 2: The exposure amount includes balances before the deduction of specific reserve for possible loan losses and after the application of credit risk mitigation methods.  
Note 3: The "Others" item represents clearing funds contributed to qualifying central counterparties.  
Note 4: Investment trusts and other funds are not included.



4. Credit risk mitigation methods

Exposure amount to which credit risk mitigation methods are applied

Item	2025 (As of March 31, 2025)		2024 (As of March 31, 2024)	
	Exposure amount	Composition ratio	Exposure amount	Composition ratio
Eligible financial collateral	¥ 37,848,005	92.60%	¥ 36,517,098	92.56%
Guarantees and credit derivatives	3,023,844	7.39%	2,934,279	7.43%
Total	¥ 40,871,850	100.00%	¥ 39,451,378	100.00%

Note 1: Japan Post Bank accepts cash, self-deposits and securities as eligible financial collateral.

Note 2: Principal guarantors are central governments, etc., to which lower risk weight than the guaranteed obligations are applied.

Note 3: There are no exposures to which credit derivatives have been applied.

Note 4: The exposure included in investment trusts and other funds are not included herein.

5. Derivative transactions and long-term settlements transactions

Derivative transactions and long-term settlements transactions

Item	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Amount for which the current exposure method has been applied		
Aggregate sum of amounts of gross reconstruction costs	¥ 956	¥ —
Aggregate sum of gross add-on amounts	474	215
Gross credit equivalents	1,431	215
Foreign exchange related transactions	254	215
Interest rate related transactions	1,176	—
Stock related transactions	—	—
Credit derivative transactions (counterparty risk)	—	—
Long-term settlements transactions	—	—
Reduction in credit equivalents through netting (deduction)	—	—
Net credit equivalents (before taking into account the effect of credit risk reduction by collateral)	1,431	215
Amount of SA-CCR to be applied		
Collateral amount received	70,863	64,486
Marketable securities	70,782	64,486
Cash	81	—
Collateral amount pledged	2,252,354	2,556,542
Marketable securities	46,510	776,119
Cash	2,205,844	1,780,423
Net credit equivalents (after consideration of effectiveness of risks mitigated by collateral)	468,529	521,653
Net credit equivalents (current exposure method and SA-CCR)	¥ 469,960	¥ 521,868

Note 1: Japan Post Bank Co., Ltd. applies the SA-CCR as the credit equivalent calculation method.

Other credit equivalent amounts are calculated using the current exposure method.

Note 2: Regarding derivative transactions and transactions with long-term settlements, only those transactions requiring the calculation of credit equivalents are included.

Note 3: Derivative transactions and transactions with long-term settlements included in investment trusts and other funds are not included herein.

Note 4: Limited to transactions on which gross reconstruction costs are not less than zero.

Note 5: There is no treatment of either credit derivatives used in the credit equivalent calculation or credit derivatives used to take into account the effect of credit risk reduction methods.

6. Securitization exposure

Securitization exposures subject to the calculation of credit risk-weighted assets when the Group acts as an investor:

(1) Securitization exposure and breakdown by type of main underlying assets (excluding re-securitization exposure)

Type of underlying assets	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Mortgage loans	¥ 214,501	¥ 237,733
Auto loans	314,475	220,955
Leases	9,044	5,019
Accounts receivable	94,353	99,088
Corporate loans	2,318,126	3,172,284
Others	—	—
Total	¥ 2,950,500	¥ 3,735,079

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

(2) Re-securitization exposure and breakdown by type of main underlying assets

Type of underlying assets	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Mortgage loans	¥ 333	¥ 483
Auto loans	—	—
Leases	—	—
Accounts receivable	—	—
Corporate loans	—	—
Others	—	—
Total	¥ 333	¥ 483

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes re-securitization exposure included in investment trust, etc.

(3) Balance by risk weight of securitization exposure and amount of required capital (excluding re-securitization exposure)

Risk weight	2025 (As of March 31, 2025)		2024 (As of March 31, 2024)	
	Balance	Required capital	Balance	Required capital
15% or more and 20% or less	¥ 2,950,500	¥ 23,472	¥ 3,735,079	¥ 29,719
Over 20% and 45% or less	—	—	—	—
Over 45% and 70% or less	—	—	—	—
Over 70% and 140% or less	—	—	—	—
Over 140% and 225% or less	—	—	—	—
Over 225% and 420% or less	—	—	—	—
Over 420% and less than 1,250%	—	—	—	—
1,250%	—	—	—	—
Total	¥ 2,950,500	¥ 23,472	¥ 3,735,079	¥ 29,719

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

Note 3: Required capital is the amount of credit risk assets × 4%.

Securitization exposures subject to the calculation of credit risk-weighted assets when the Group acts as an investor:

(1) Securitization exposure and breakdown by type of main underlying assets (excluding re-securitization exposure)

Type of underlying assets	2025 (As of March 31, 2025)
Mortgage loans	¥ 13,249
Auto loans	—
Leases	—
Accounts receivable	—
Corporate loans	2,318,126
Others	—
Total	¥ 2,331,375

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

(3) Balance by risk weight of securitization exposure and amount of required capital (excluding re-securitization exposure)

Risk weight	2025 (As of March 31, 2025)	
	Balance	Required capital
15% or more and 20% or less	¥ 2,331,375	¥ 18,634
Over 20% and 45% or less	—	—
Over 45% and 70% or less	—	—
Over 70% and 140% or less	—	—
Over 140% and 225% or less	—	—
Over 225% and 420% or less	—	—
Over 420% and less than 1,250%	—	—
1,250%	—	—
Total	¥ 2,331,375	¥ 18,634

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

Note 3: Required capital is the amount of credit risk assets × 4%.

(4) Balance by risk weight of re-securitization exposure and amount of required capital

Risk weight	2025 (As of March 31, 2025)		2024 (As of March 31, 2024)	
	Balance	Required capital	Balance	Required capital
100%	¥ 333	¥ 13	¥ 483	¥ 19
Over 100% and less than 1,250%	—	—	—	—
1,250%	—	—	—	—
Total	¥ 333	¥ 13	¥ 483	¥ 19

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes re-securitization exposure included in investment trust, etc.

Note 3: There are no credit risk mitigation methods applied to re-securitization exposures.

Note 4: Required capital is the amount of credit risk assets × 4%.

(2) Re-securitization exposure and breakdown by type of main underlying assets

Type of underlying assets	2025 (As of March 31, 2025)
Mortgage loans	—
Auto loans	—
Leases	—
Accounts receivable	—
Corporate loans	—
Others	—
Total	—

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes securitization exposure included in investment trust, etc.

(4) Balance by risk weight of re-securitization exposure and amount of required capital

Risk weight	2025 (As of March 31, 2025)	
	Balance	Required capital
100%	—	—
Over 100% and less than 1,250%	—	—
1,250%	—	—
Total	—	—

Note 1: There are no off-balance sheet transactions.

Note 2: Excludes re-securitization exposure included in investment trust, etc.

Note 3: There are no credit risk mitigation methods applied to re-securitization exposures.

Note 4: Required capital is the amount of credit risk assets x 4%.

7. CVA risks

2. Capital adequacy (3) Amount of credit risk assets and required capital for credit risk are disclosed under CVA risk.

8. Market risk

Amount of market risk equivalent under the standardized approach

(Millions of yen)		
Item		2025 (As of March 31, 2025)
		Amount of market risk equivalent
1	General interest rate risk	¥ —
2	Equity risk	—
3	Commodity risk	—
4	Foreign exchange risk	408,695
5	Credit spread risk (non-securitizations)	—
6	Credit spread risk (Securitizations (non-CTP))	—
7	Credit spread risk (Securitizations (CTP))	—
8	Default risk (non-securitizations)	—
9	Default risk (securitizations (non-CTP))	—
10	Default risk (securitizations (CTP))	—
11	Residual risk add-on	—
	Others	—
12	Total	¥ 408,695

9. Equity exposure

(1) Amount carried on the consolidated balance sheet and fair value

(Millions of yen)				
	2025 (As of March 31, 2025)		2024 (As of March 31, 2024)	
	Amount carried on the consolidated balance sheet	Fair value	Amount carried on the consolidated balance sheet	Fair value
Listed equities exposure (Note 1)	¥ 8,616	¥ 8,616	¥ 1,637	¥ 1,637
Investment or equities exposure not corresponding to listed equities exposure (Note 2)	38,927		29,870	
Total	¥ 47,543		¥ 31,508	

Note 1: Shares with market quotations are listed.

Note 2: Shares without market prices are listed.

Note 3: Shares held by the Bank's subsidiaries and their subsidiaries are listed. The exposure included in investment trusts and other funds are not included herein. The same applies to the following.

(2) Gains and losses on sale or write-off of investment or equity exposures

(Millions of yen)			
		2025 (From April 1, 2024 to March 31, 2025)	2024 (From April 1, 2023 to March 31, 2024)
Gains / Losses		¥(173)	¥(3,963)
Gains		377	283
Losses		—	—
Write-off		¥ 550	¥ 4,247

Note: Gains and losses on the sale of stock are listed in the Consolidated Statements of Income.

(3) Amounts of valuation gains and losses recognized on the Consolidated Balance Sheet not recognized on the Consolidated Statements of Income

(Millions of yen)		
	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Amounts of valuation gains and losses recognized on the Consolidated Balance Sheet not recognized on the Consolidated Statements of Income	¥(98)	¥ 131

Note: Shares with market quotations are listed.

(4) Amounts of valuation gains and losses not recognized on the Consolidated Balance Sheet and the Consolidated Statements of Income

(Millions of yen)		
	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
Amounts of valuation gains and losses not recognized on the Consolidated Balance Sheet and the Consolidated Statements of Income	—	—

Note: Shares with market quotations of affiliated companies are listed.

10. Balance and amount of required capital by each exposure calculation method for which deemed calculation of risk weight is applied

Calculation method	Risk weight	2025 (As of March 31, 2025)			2024 (As of March 31, 2024)	
		Balance	Risk-weighted assets	Required capital	Balance	Required capital
Look-through approach (LTA)	—	¥ 65,468,253	¥ 42,191,844	¥ 1,687,673	¥ 63,309,144	¥ 1,845,484
Mandate-based approach (MBA)	—	—	—	—	—	—
Probability approach	250%	—	—	—	12,495	1,249
	400%	—	—	—	—	—
Fall-back approach (FBA)	1,250%	—	—	—	58,273	29,136
Total		¥ 65,468,253	¥ 42,191,844	¥ 1,687,673	¥ 63,379,913	¥ 1,875,870

Note 1: The amount of required capital is the amount of credit risk-weighted assets x 4%.

Note 2: Risk weight is as prescribed in the Capital Adequacy Ratio Notice.

Note 3: Each approach is defined in Article 54-5 of the FSA Holding Company Capital Adequacy Notice.

11. Interest rate risk

(Millions of yen)					
Interest rate risk					
Item number		(A)	(B)	(C)	(D)
		ΔEVE		ΔNII	
		2025 (As of March 31, 2025)	2024 (As of March 31, 2024)	2025 (As of March 31, 2025)	2024 (As of March 31, 2024)
1	Upward parallel shift	¥ 739,984	¥ 919,536	¥ (202,876)	¥ 191,415
2	Downward parallel shift	4,002	2,220	311,528	18,656
3	Steepening	997,490	980,503		
4	Flattening				
5	Rise in short-term interest rates				
6	Decrease in short-term interest rates				
7	Maximum value	¥ 997,490	¥ 980,503	¥ 311,528	¥ 191,415
		(E)		(F)	
		2025 (As of March 31, 2025)		2024 (As of March 31, 2024)	
8	Amount of equity	¥ 10,115,162		¥ 10,643,628	

Note 1: Decreased economic value and interest income are shown as positive values.

Note 2: Key assumptions for ΔEVE and ΔNII calculations are as follows:

- The Bank has applied an internal model to allocate the estimated balance and termination dates of liquid deposits that have remained on deposit in the Bank for a long term without being withdrawn, (so-called "core deposits"). The average repricing maturities of liquid deposits are 3.2 years. The longest repricing maturities are 10 years.
- Interest rate risk relating to TEIGAKU deposits is calculated based on an estimated future cash flow using an internal model.
- The Bank aggregates ΔEVE of JPY, USD, EUR, GBP, and AUD taking into account the correlation between each different currency. On the other hand, the Bank adds only positive ΔEVE of the other currencies. ΔNII is the simple sum of ΔNII measured for each currency.
- Spread levels are included in discount rates and cash flows.

Note 3: The Bank confirms that it has secured sufficient capital to counter measured interest rate risk.

Note 4: According to the "Comprehensive Guidelines for Supervision of Major Banks, etc." prescribed by the Financial Services Agency (FSA), "Because JAPAN POST BANK is obligated legally to hold a portion of its assets in JGBs and other "safe" assets, the FSA takes this special information into consideration in its oversight of the Bank in terms of the application of the materiality test."

Note 5: Regarding interest rate risks, the assets of consolidated subsidiaries are insignificant, and Japan Post Bank's non-consolidated figures are shown excluding the amount of equity capital.

Note 6: The maximum ΔNII has increased compared to the end of the previous fiscal year, primarily due to the revision of the ΔNII measurement method for deposits at the Bank of Japan.

1. Matters concerning the establishment of an organizational system for subject executives and employees of the Company (Group)

(1) Scope of subject executives and employees

The following describes the scope of "subject executives" and "subject employees" (collectively referred to as "subject executives and employees") who are subject to disclosure as persons having a significant impact on the operation of the banking business and state of assets as prescribed by the notice (Japan Financial Services Agency Notice No. 21 of March 29, 2012) for deciding matters determined separately by the Commissioner of the Financial Services Agency as an item concerning compensation based on provisions of the Ordinance for Enforcement of the Banking Act, Article 19-2, Paragraph 1-6.

1) Scope of "subject executives"

Subject executives are the Company's directors and executive officers. Outside directors are excluded.

2) Scope of "subject employees"

Among Company executives (other than subject executives) and employees as well as executives and employees of subsidiaries, those "persons receiving high amounts of compensation" and who have a significant impact on the management of business operations and the state of assets of the Company or its principal subsidiaries are deemed "subject employees" who are subject to disclosure.

(a) Scope of "principal consolidated subsidiaries"

Principal consolidated subsidiaries are consolidated subsidiaries that have a significant impact on Group management. Specifically, the three business subsidiaries are in this category.

(b) Scope of "persons receiving high amounts of compensation"

"Persons receiving high amounts of compensation" are those persons receiving compensation exceeding standard amounts from the Company and its principal consolidated subsidiaries. The Company has set the Group standard amount at ¥34 million. The relevant standard amount is set based on the average basic compensation (excludes persons who assume positions or retire from positions during the term in each fiscal year) for the past three years for executives of the Company and Japan Post Bank and this serves as a common standard amount for the Group. However, because there are no large differences in compensation systems and levels for the Company's principal consolidated subsidiaries, these are also applied in common at principal consolidated subsidiaries.

(c) Scope of "persons having a significant impact on the management of the Group's business or the state of its assets"

"Persons having a significant impact on the management of the Group's business or the state of its assets" refers to persons who engage in regular business transactions and manage matters that have a considerably significant impact on the management of the Company, the Japan Post Group and its principal consolidated subsidiaries, or persons who would exert a significant impact on the state of assets by incurring losses from business transactions or other matters. Specifically, this refers to executives of principal consolidated subsidiaries or executive officers with authority to execute the business of business departments in accordance with resolutions by the Board of Directors as well as to professional positions at Japan Post Bank. (Referred to hereafter as management employees for whom a performance-linked compensation system is applicable based on professional position salary regulations and who perform duties for the execution of business using especially sophisticated and expert knowledge in the Investment Division of Japan Post Bank).

(2) Determination of compensation for subject executives and employees

1) Determination of compensation for subject executives

The Company has established the Compensation Committee as the body for determining the details of the compensation system and compensation for executives. The Compensation Committee determines policies for deciding details of compensation for the Company's directors and executive officers as well as details of individual compensation. In accordance with the Companies Act, the Compensation Committee is composed of a majority of outside directors. The Committee is independent of the business promotion department and has the authority to decide policies for determining compensation as well as determine individual compensation.

2) Determination of compensation for subject employees

The determination of compensation for executives of principal consolidated subsidiaries who are deemed subject employees is as follows.

(a) Japan Post

Executive compensation is determined under a structure whereby the total amount of executive compensation is determined at the Shareholders' Meeting.

Individual allocation of directors' compensation is determined on a resolution by the Board of Directors, according to the total amount decided at the Shareholders' Meeting.

Individual allocation of compensation for auditors is determined based on consultation by the auditors.

Compensation for executive officers is determined based on a resolution by the Board of Directors.

(b) Japan Post Bank and Japan Post Insurance

Japan Post Bank and Japan Post Insurance have respectively established a Compensation Committee as the body for determining the details of the compensation system and compensation for executives. The Compensation Committee determines policies for deciding details of compensation for each company's directors and executive officers as well as details of individual compensation. In accordance with the Companies Act, the Compensation Committee is composed of a majority of outside directors. The Committee is independent of the business promotion department and has the authority to determine policies for determining compensation as well as determine individual compensation.

The Human Resources Division, which is independent from the Corporate Administration Division, has established a performance-linked compensation system based on professional position salary regulations for professional positions at Japan Post Bank. Compensation based on this system is determined after deliberation at the Evaluation Committee that is composed of executive officers such as the President and Representative Executive Officer of Japan Post Bank.

(3) Determination of compensation for staff of the Risk Management Department and Compliance Department

Compensation for staff of the Risk Management Department and Compliance Department is determined based on salary rules and regulations. Specific amounts paid are decided by determining compensation separate from the sales promotion department by setting amounts based on employee performance evaluations, with the general manager of the relevant departments as the person making final decisions.

Assessment categories of employee performance evaluations encompass assessments of the execution of duties and attainment levels for targets for each job responsibility in the Risk Management Department and Compliance Department. These assessments reflect the level of contribution to the risk management structure and compliance readiness.

(4) Total amount of compensation paid to members of the Compensation Committee and number of times the Compensation Committee and other meetings convened

Company name	Name of meeting	Number of times convened (From April 2024 to March 2025)
Japan Post Holdings	Compensation Committee	8 times
Japan Post	Shareholders' Meeting	1 time
	Board of Directors	3 times
	Board of Corporate Auditors	3 times
Japan Post Bank	Compensation Committee	6 times
	Evaluation Committee	10 times
Japan Post Insurance	Compensation Committee	6 times

Note: The total amount of compensation is not listed because this amount cannot be calculated separating only the portion corresponding to compensation for the execution of duties of the Compensation Committee.

2. Matters concerning evaluation of the appropriateness of the design and operation of the compensation system for subject executives and employees of the Company (Group)

(1) Policies concerning compensation for "subject executives"

The Company determines compensation for the Company's directors according to job responsibilities based on the scope and size of responsibilities for management and other areas. For executive officers, the Company has designed a compensation system that considers job content as an executive officer, personal evaluations and job performance. As a specific compensation system, compensation consists of base compensation, bonuses, and stock compensation (non-performance-linked and performance-linked).

(2) Policies concerning compensation for "subject employees"

In determining compensation for Company employees, the Company determines compensation for directors and auditors according to job responsibilities based on the scope and size of responsibilities for management and in other areas. For executive officers and executives, the Company has designed a compensation system that considers job content as an executive officer or executive, personal evaluations and job performance. As a specific compensation system, compensation consists of base compensation, bonuses, and stock compensation (non-performance-linked and performance-linked).

The Company determines compensation for employees based on employee evaluations to reflect the degree of attainment of targets and job behavior. As a specific compensation system for employees, compensation is determined based on salary rules and regulations.

3. Matters concerning consistency between the compensation system for subject executives and employees of the Company (Group) and risk management and the link between compensation and performance

In determining compensation for subject executives, the Compensation Committee decides on policies concerning the determination of details of compensation, after which details of compensation for each individual are determined.

In determining compensation for subject employees, compensation for directors and auditors of Japan Post is determined based on resolutions at the Shareholders' Meeting, while compensation for executive officers is determined based on resolutions by the Board of Directors. Regarding executives of Japan Post Bank and Japan Post Insurance, the Compensation Committee decides on policies concerning the determination of details of compensation, after which details of compensation for each individual are determined. In determining compensation for professional positions at Japan Post Bank, the scheme for determining compensation is discussed at the Evaluation Committee, after which details of compensation for each individual are determined. Compensation for other employees is determined based on salary rules and regulations.

Compensation for subject executives and subject employees takes into consideration the state of employee evaluations and the appropriateness of amounts paid without excessive emphasis on performance based systems.

4. Matters concerning the types of compensation for subject executives and employees of the Company (Group), total amount paid and payment method

Classification	Number of persons	Total amount of compensation (Millions of yen)							Retirement benefits	Other
		Total fixed compensation				Total variable compensation				
				Base compensation	Stock compensation		Bonuses	Stock compensation		
Subject executives (excluding outside executives)	37	1,591	1,050	925	125	541	331	209	—	—
Subject employees, etc.	21	1,273	643	618	24	627	343	284	—	0
Total	58	2,864	1,694	1,543	149	1,169	674	493	—	0

Note 1: Compensation for subject executives is listed including compensation as executives of principal consolidated subsidiaries.

Note 2: Stock-compensation type stock options are not applicable.

Note 3: The retirement benefits system for directors, auditors, executive officers and executives was discontinued in June 2013 and therefore retirement benefits are not applicable.

5. Other special pertinent matters for reference or other applicable matters other than those specified up to the previous item concerning the systems for compensation for subject executives and employees of the Company (Group)

There are no applicable matters besides those specifically listed in the previous items.



## 7. Japan Post Group Privacy Policy

### ① Japan Post Group Privacy Policy

The Japan Post Group (“the Group”) is dedicated to providing services that can achieve a high degree of customer satisfaction. Properly protecting and the treatment of personal information is vital to accomplishing this goal. Accordingly, the Group has established the following fundamental policy (hereinafter referred to as “the Privacy Policy”) for protecting personal information.

1. Compliance with laws and regulations

When handling personal information, the Group complies with all laws and regulations associated with protecting personal information, national government policies and the provisions of the Privacy Policy (“laws, regulations, etc.,” hereafter).

2. Purpose of using personal information

The Group specifies the purpose of using personal information and does not use this information beyond the scope necessary for achieving this purpose.

The purposes for which Group companies use personal information are listed in the privacy policies on each company’s website and where applicable.

3. Acquisition of personal information

The Group acquires personal information using methods that are legal and proper.

4. Security measures for management of personal information

The Group uses an appropriate security management system to prevent leaks, losses or alterations of personal information. In addition, the Group properly supervises persons engaged in the business of handling personal information, outsourcing parties and others.

5. Provision of personal information to third parties

Except in cases where required by laws and regulations, the Group does not supply personal information to third parties without the prior consent of each individual.

In cases where two or more Group companies share the same personal information, this sharing is performed only after providing prior notice or public announcements of items required by law.

Irrespective of the above, specific personal information shall not be provided to third parties or shared jointly except when prescribed by laws or ordinances.

6. Procedures for requesting disclosure of personal data

The Group responds in a sincere manner in cases where there are requests for the notification of the purpose of use or for the disclosure, correction or termination of use of retained personal data as prescribed by laws, regulations, etc. The disclosure request procedures for each company can be found on their respective websites and where applicable.

7. Points of contact for inquiries

Requests regarding retained personal data set forth in the preceding section and inquiries and requests regarding treatment of personal information can be made to designated points of contact.

8. Continuous improvements

The Group constantly reviews and improves its management and handling methods for the protection of personal information in response to advances in information technology and shifts in social demands.

### ② Sharing of Personal Data among Japan Post Group Companies

Japan Post Group companies consist of Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd., Japan Post Insurance Co., Ltd. and several other subsidiaries and affiliated companies. Each Japan Post Group company uses its respective specialized skills to provide high-quality services. The objective is to achieve even greater customer satisfaction.

To accomplish this goal, the Japan Post Group wishes to share customers’ personal data solely to the degree required and within the scope explained below. This data is used to conduct business activities performed directly by Group companies or through outsourcing parties.

Furthermore, in the event that there are restrictions on the joint use of personal information due to other relevant laws and regulations in addition to the Personal Information Protection Act, we will comply with such laws and regulations and strive to strictly manage information, so we ask for your understanding.

1. Personal data items for shared use

Shared use covers names, birth dates, addresses, telephone numbers and other contact information, family members, occupations and data concerning business transactions with the Group. However, this excludes information about materials sent or delivered by postal mail or any sensitive information.

2. Scope of parties involved in shared use

Shared use is limited to the Japan Post Group. However, this applies only to companies included in the consolidated financial statements, including equity-method affiliates, of Japan Post Holdings, as prescribed by laws, regulations, etc., and is limited to the following companies:

Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd.

3. Purpose of use

- (1) Distribution of information about services and research and development involving services
- (2) Decisions involving the provision of services
- (3) For the proper management of Group business operations primarily for the purpose of monitoring and managing risks

4. Name and address of the person responsible for managing personal data and the name of their representative

JAPAN POST HOLDINGS Co., Ltd.  
Address: 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8791  
Representative: NEGISHI Kazuyuki, Director and Representative Executive Officer, President & CEO  
(As of July 1, 2025)

## 8. Japan Post Group’s Approach to Procurement Activity

The Japan Post Group conducts its procurement activity according to the following concept.

Japan Post Group's Approach to Procurement Activity

1. Open, fair and appropriate procurement

- The Group opens the door widely to suppliers and offers fair entry opportunities.
- The Group selects suppliers based on a comprehensive and appropriate evaluation of quality, price, delivery period, technology, business condition and other factors.

2. Compliance with laws, regulations and social standards

- The Group complies with all applicable laws, regulations and social standards and carries out procurement activity in good faith.
- In its procurement activity, the Group forms no relationship with antisocial forces that pose a threat to the order and safety of civil society.

3. Respect for human rights

- The Group aims to work with its business partners to build a supply chain that respects human rights.

4. Environmental considerations

- The Group carries out procurement activity in consideration of global and local environmental preservation and the effective use of resources.

5. Building trusting relationships

- Through good communication with suppliers, the Group builds strong trust and strives for mutual prosperity.
- The Group appropriately manages information about suppliers that it obtains through its procurement activity.

6. Request to suppliers (Compliance with the UN Global Compact)

- The Group supports the Ten Principles of the UN Global Compact regarding the four areas of human rights, labor, the environment and anti-corruption and promotes CSR procurement activity. The Group expects its suppliers to understand the above and asks for their proactive cooperation.

The Ten Principles of the UN Global Compact

<https://www.unglobalcompact.org/what-is-gc/mission/principles>

## 9. Japan Post Group Conflicts of Interest Management Policy

The Japan Post Group Conflicts of Interest Management Policy is as described below.

### Japan Post Group Conflicts of Interest Management Policy

The Japan Post Group ("the Group") conducts business activities fairly based on laws, ordinances and internal regulations so that the interests of customers are not unduly impaired due to transactions that may give rise to a conflict of interest.

1. The following representative examples of companies in the Japan Post Group ("Group companies") fall within the scope of the Conflicts of Interest Management Policy.
  - Japan Post Bank Co., Ltd.
  - Japan Post Insurance Co., Ltd.
  - Japan Post Co., Ltd.
2. The Group will manage conflicts of interest for the transactions stipulated below.
  - Transactions that may unduly impair the interests of customers among the following transactions:
    - (1) Transaction with a customer that has an interest in one of the Group companies based on an agreement
    - (2) Transaction with a party that has conflicting interests or is competing with a customer that has an interest in one of the Group companies based on an agreement
    - (3) Transaction that makes wrongful use of information gained from a customer with an interest in one of the Group companies based on an agreement

- Any transaction aside from the aforementioned that may unduly impair the interests of the customer due to a conflict of interest
3. The Group will select one or a combination of the following methods and other measures to manage transactions with a conflict of interest:
    - Separate the business unit conducting the target transaction and the business unit conducting the secondary transaction with the customer
    - Amend the terms and conditions or method of the target transaction or the secondary transaction with the customer
    - Discontinue the target transaction or the secondary transaction with the customer
    - Properly disclose to the customer that the target transaction may unduly impair his or her interests
  4. The Group will establish a department that handles conflicts of interest independent from business departments that will specify target transactions and properly manage conflicts of interest. In addition, the Group will educate and train executives and employees so that they comply with laws, ordinances and internal regulations set down regarding the management of conflicts of interest.
  5. The Group will continuously review its management stance regarding conflicts of interest and strive to make improvements.

## 10. Elimination of Relationships with Antisocial Forces

The Japan Post Group declares the Elimination of Relationships with Antisocial Forces.

### Declaration by Top Management Regarding the Elimination of Relationships with Antisocial Forces

To eliminate any relationships with antisocial forces and prevent damage to the organization, the Japan Post Group has made the following declaration in line with the Fundamental Policy for Establishment of Internal Control Systems.

#### 1. Organizational response

In firm recognition of its social responsibility and to strengthen management based on compliance, the Japan Post Group, as an organization in its entirety, will ensure that any relationships with antisocial forces are eliminated.

#### 2. Complete elimination of relationships, including transactions

The Japan Post Group will have no relationships whatsoever with antisocial forces, including transactions.

#### 3. Legal measures and prohibition of secret negotiations

The Japan Post Group will strongly refuse any unjustified demands by antisocial forces and will take legal measures, either via a civil court or a criminal court, or both. The Japan

Post Group will never negotiate in secrecy with antisocial forces, even if their unjustified demands are to conceal matters related to any misconduct of the Group's own activities or that of its staff.

#### 4. Cooperation with outside experts

The Japan Post Group will establish close relationships with outside experts in preparation for any unjustified demands by antisocial forces in order to ensure the safety of its staff against such demands.

#### 5. Prohibiting financing for antisocial forces

The Japan Post Group will never engage in financing for antisocial forces.

## 11. Japan Post Group Information Security Declaration

Services provided by Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd. as the Japan Post Group are used by a large number of customers. We believe that information about these customers must be strictly managed, and the services used by customers must be absolutely safe. We understand that information security is essential for customers to use our

services with confidence. Our activities reflect this awareness of the importance of information security. We place priority on the following items in order to manage information about customers safely and to protect this information from leaks and alterations resulting from unauthorized access and from disruptions in services caused by accidents, natural disasters and other events.

- 1 Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd. will establish information security policies and follow the policies for the purpose of conducting information security activities.
- 2 We will conduct a continuous information security training program for the purpose of maintaining a strong awareness among employees of the importance of information security and reinforcing that awareness.
- 3 We will conduct continuous inspections of information security activities and make revisions and improvements whenever needed for the purpose of maintaining and enhancing the effectiveness of information security activities.

## 12. Japan Post Group Executive Declaration on Cyber Security

Recognizing cyber security measures as a critical issue in its corporate management, the Japan Post Group (\*) has developed the Japan Post Group Executive Declaration on Cyber Security (hereinafter the "Declaration").

In adherence to the Declaration, the Group will be committed to further driving cyber security measures, with the management taking the initiative, and to delivering services in a secure and safe fashion, in defense against increasingly serious and sophisticated cyber attacks.

(\*) Japan Post Group refers to JAPAN POST HOLDINGS Co., Ltd., JAPAN POST Co., Ltd., JAPAN POST BANK Co., Ltd. and JAPAN POST INSURANCE Co., Ltd.

#### 1. Recognition as an executive issue

Recognizing the importance of cyber security, the Japan Post Group will position risks related to cyber attacks and other such threats as a critical issue in its corporate management and the management will take the initiative in driving the measures to address those risks.

#### 2. Development of measures and representation of commitment

Only after reviewing the functions of our cyber security measures (identification, defense, detection, response and recovery) according to changes in the surroundings, the Japan Post Group will develop business continuity plans (BCPs) with the aim of ensuring quick recovery from the event of any cyber security risk materializing.

The management will take the leading role in making its commitment clear to internal and external stakeholders, as well as in making efforts to disclose what risks are recognized and what action is taken to address them by, for example, voluntarily stating them in various types of reports.

#### 3. Establishment of a control structure

The Japan Post Group will establish an organization engaged to work under normal circumstances in preparation for cyber attacks as well as to take action in the event of emergency and thereby conduct a range of activities relevant to cyber attacks, including monitoring, inspection, collecting and analyzing information, and responding to and recovering from incidents, and will also perform regular exercises and training sessions in an attempt to develop more sophisticated cyber security readiness.

For the purpose of cyber security enhancement, each class of the Group's personnel, from executives to managers and employees, will be provided with necessary education.

The Group will pursue security measures that encompass its business associates, including contractors.

#### 4. Continuous delivery of systems and services with user peace-of-mind

In order to maintain its cyber security measures and make them better, the Japan Post Group will continually perform inspections and work on improvements.

#### 5. Coordination with external organizations

The Japan Post Group will have timely and appropriate coordination with related ministries and governmental agencies, such as the Ministry of Internal Affairs and Communications, the Financial Services Agency, the National Center of Incident Readiness and Strategy for Cybersecurity, the Information-Technology Promotion Agency and the police, and will also make proactive efforts in the exchange of information through JPCERT / CC and other relevant channels, thereby contributing to raising the levels of cyber security measures of the entire society.

# 13. Disclosure Policy

**Fundamental policy**

The Japan Post Group has stipulated in its Charter of Corporate Conduct to “fulfill our responsibility to explain our operations by conducting highly transparent business operations and disclosing information in a fair manner” to earn the trust of customers. To achieve sustainable growth and medium- to long-term improvement in our enterprise value, Japan Post Holdings Co., Ltd. (the “Company”) shall disclose information in a fair and accurate manner to its shareholders, investors, and other stakeholders. In addition, the management shall make efforts to actively communicate with them and share among its own staff the requests, expectations, and so on obtained through this communication.

**Standards for information disclosure**

The Company shall comply with the Financial Instruments and Exchange Act of Japan, other applicable laws and regulations and the securities listing regulations stipulated by the Tokyo Stock Exchange, manage important information about the Company and its subsidiaries, and swiftly disclose it in a timely manner.

Moreover, the Company shall not only disclose information in accordance with the aforementioned laws and regulations and other relevant rules and regulations, but it shall also strive to voluntarily disclose information that will contribute to the deepening of understanding of the Company and its subsidiaries at occasions such as investor information meetings.

**Establishment of internal systems**

The Company shall strive to establish and reinforce its internal systems by appointing the executive officer in charge of the Corporate Planning Division to be responsible for establishing the internal system for our IR

activities, so that each division works together in an organic manner to ensure appropriate information disclosure. Furthermore, the Company has established the Disclosure Committee for discussions about information disclosure.

**Method of disclosing information**

The Company shall make disclosure as required based on the Financial Instruments and Exchange Act of Japan, other related laws and regulations, securities listing regulations of the Tokyo Stock Exchange, etc., through prescribed means including the Electronic Disclosure for Investors' NETwork (EDINET), which is operated by the Financial Services Agency, the Timely Disclosure network (TDnet), which is operated by the Tokyo Stock Exchange, and through the Company's website.

Disclosure of information through methods other than the above shall be made through the Company's website and other means.

**Future outlook**

Information disclosed of the Company might include forward-looking statements. Such statements have been prepared in accordance with judgments made by the management based on the information available to the Company at the time of disclosure and on certain assumptions that the Company believes to be reasonable in making its predictions of the future, thereby containing various risks, as well as some degree of indeterminacy and uncertainty. Accordingly, actual figures and financial results may differ from the forward-looking statements included in the disclosed information depending on future business operation as well as changes in economic and other circumstances.

JAPAN POST GROUP

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