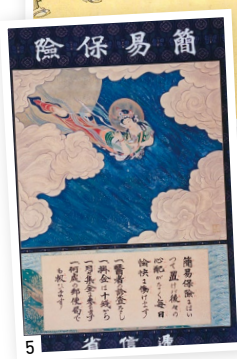


Key Milestones for the Japan Post Group



1. Famous Places in Tokyo:
True View of the Post Office at Edobashi (1891)
2. The T mark adopted as the logo for
the Ministry of Communications (1885)
3. Father of the modern Japanese Postal System
MAEJIMA Hisoka
4. A scene of sorting mail by destination
and routing for delivery from
the Mail Handling Picture Book (1884)
5. The first poster at the time of establishment
of the postal insurance service (1916)
6. Mail delivery (1971)
7. Red post boxes introduced (1901)

1871	1872	1875	1885	1916	1949	2001	2003	2007	2012	2015
Postal business established; first postage stamps issued	Nationwide postal network completed	Postal money order and postal savings business established	The Ministry of Communications established	Postal insurance business established	The Ministry of Posts and Telecommunications established	The Postal Services Agency established	Japan Post established	The Japan Post Group established	The Japan Post Group reorganized into a four-company structure	Listed on the First Section of the Tokyo Stock Exchange

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.

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

MAEJIMA Hisoka

Father of the modern Japanese postal system



Strength **1**

Nationwide network of post offices



▶ Number of post offices nationwide

24,115



▶ Number of employees in the four main Group companies¹

Approx. **370,000**

Regular employees:
Approx. **210,000**
Non-regular employees:
Approx. **160,000**

▶ Number of employees with Securities Sales Representative Certification

85,031

▶ Insurance Agent Certification

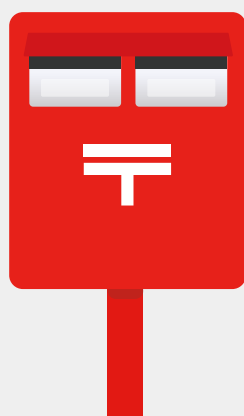
85,216

▶ Financial Planner Certification

86,201

Strength **2**

Delivery and logistics network and financial network



▶ Number of postboxes nationwide

171,489

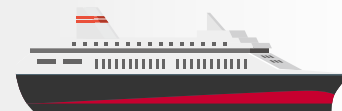
▶ Number of ATMs nationwide

Approx. **31,100**



▶ Number of countries included in the international logistics network

Approx. **140**



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 customers²

Approx. **15.77** million

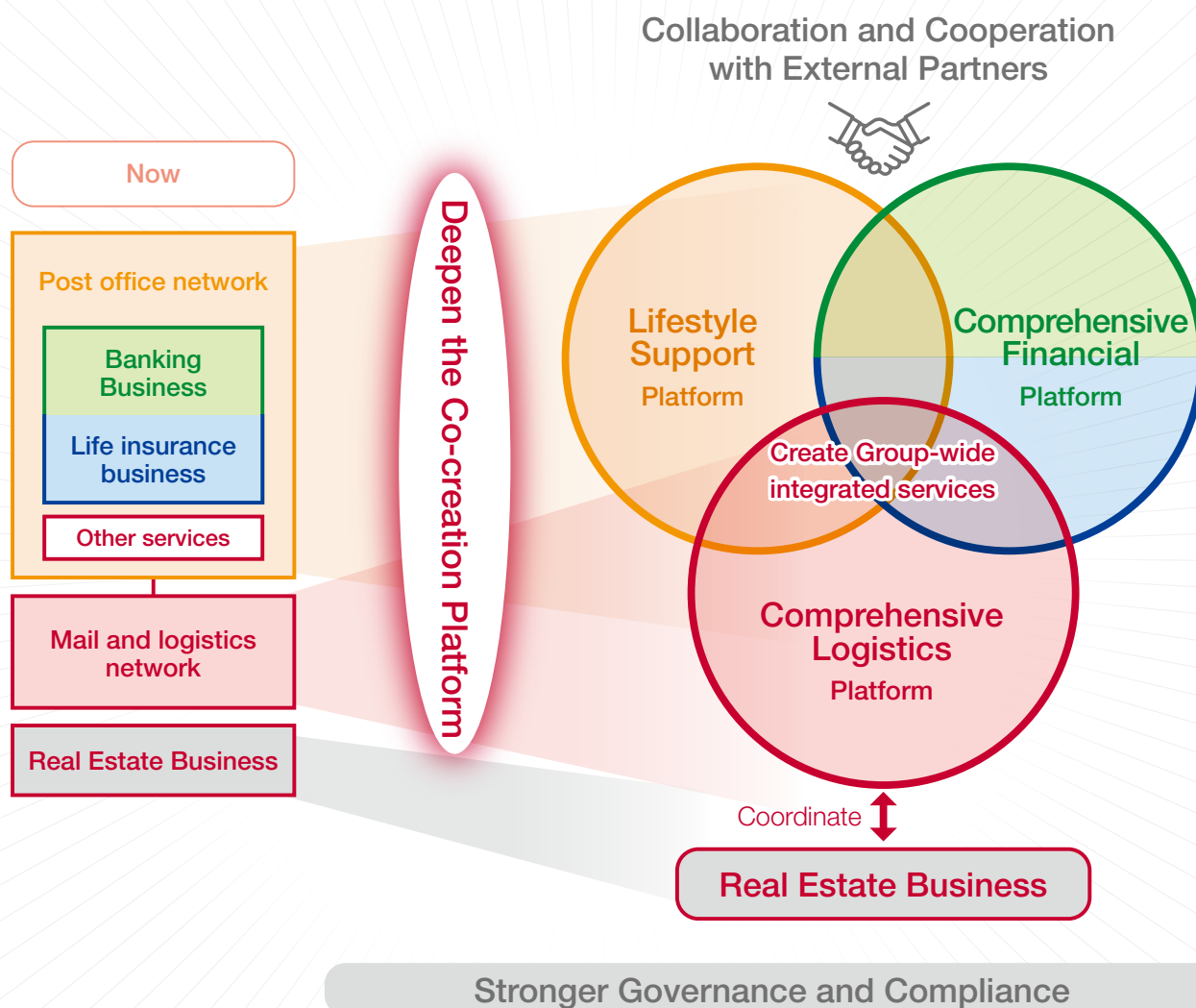


¹ As of March 31, 2026. Number of employees of Japan Post Holdings, Japan Post and their wholly owned subsidiaries as well as Japan Post Bank, and Japan Post Insurance.

² The number of customers is the sum of policyholders and insured persons (including individual insurance, individual annuities, and Postal Life Insurance reinsured by Japan Post Insurance).

We view our nationwide network
—our greatest strength—as a platform essential to
the lives and businesses of local communities and customers.
We aim to deepen this network to make it stronger and more valuable,
continuing to support the lives and lifestyles of the people we serve.





Given long-term environmental changes (megatrends), in addition to dividing our co-creation platform into three functions and deepening them, we aim to create greater appeal and value as the Japan Post Group than ever before by providing Group-wide services combining the real estate business and these three platforms.

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.



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.

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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.

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

Subject of Reporting

Reporting period: April 2025–March 2026 (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.

Message from the President of Holding Company



Working toward
the sustainable
development and growth
of Japan's postal network

NEGISHI Kazuyuki

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

Looking back on our previous Medium-term Management Plan

Thank you for your continued patronage and support of the Japan Post Group.

The fiscal year ended March 31, 2026 (FY2025) marked the final year of our previous Medium-term Management Plan called JP Vision 2025+. During the period of the plan, we were able to achieve our key indicators, including return on equity (ROE) of 4.5%, consolidated net income of ¥743.4 billion, and consolidated net income attributable to Japan Post Holdings of ¥374.5 billion.

However, the postal and domestic logistics business incurred a loss of ¥11.8 billion, leaving challenges unresolved. Factors contributing to this included a significant change in the acceptance plan for Kuroneko Yu-Packet and government penalties due to

unperformed roll calls, which resulted in lower-than-expected parcel volumes. The accelerating decline in the volume of mail clearly demonstrates the structural challenges facing the Group and has served as an opportunity to reaffirm the urgent need to restructure our business model.

On the other hand, the banking and life insurance businesses performed strongly due to factors such as an improved investment environment resulting from rising interest rates in Japan. The earnings contributions of our two financial businesses form an important foundation that supports the Group's overall bottom line, and we will continue to strive for sustainable profit generation under appropriate risk management.

Group-wide key indicators

ROE (based on shareholders' equity)	Consolidated net income	Consolidated net income attributable to Japan Post Holdings
FY2025 Results	FY2025 Results	FY2025 Results
4.5%	¥743.4 billion	¥374.5 billion
FY2025 Plan	FY2025 Plan	FY2025 Plan
4.0% or more	¥570.0 billion	¥360.0 billion

¹ Includes consolidated net income attributable to non-controlling shareholders (shareholders other than Japan Post Holdings Co., Ltd.). In addition, Aflac Incorporated is treated as an equity-method affiliate, and equity gains (losses) from Aflac Incorporated have been recorded since FY2024.

² Calculated according to the shareholding ratio of 61.5% Japan Post Bank and 49.8% Japan Post Insurance.

New Medium-term Management Plan called JP Plan 2028

For the Group to continue growing, a strategy that looks ahead to environmental changes 10 to 15 years from now is essential. JP Plan 2028, announced in May 2026, outlines specific measures to be implemented and numerical targets to be achieved over the next three years, toward Japan Post Group's long-term vision. Over these three years, we have clarified our policy of reviewing our business structure

to ensure the sustainable provision of universal service while reallocating management resources with a focus on growth areas. We will promote structural reforms in the postal and domestic logistics, as well as post office businesses, while aiming for steady profit growth in growth sectors such as logistics, finance, and real estate.

Investing management resources in growth areas

JP Plan 2028 defines three key improvements over the previous Medium-term Management Plan.

The first improvement is that we have positioned our policy of strategically reallocating management resources to growth areas such as logistics and real estate businesses, thereby strengthening our revenue base and optimizing our business portfolio, as a more concrete plan.

In our postal and domestic logistics, as well as post office businesses, we will implement structural reforms, including operational efficiency improvements, to ensure the sustainability of universal service. As a specific area of growth, in addition to last-mile delivery, we will strengthen B-to-B logistics both in Japan and overseas, building a logistics network that can operate all international and domestic logistics services as an integrated business, and aiming to become a comprehensive logistics company that provides highly convenient logistics services to all customers.

In our real estate business, we will further accelerate the commercial development of Group-owned real estate by collectively developing the sites of former post offices in conjunction with the reorganization of Japan Post's delivery and collection bases.

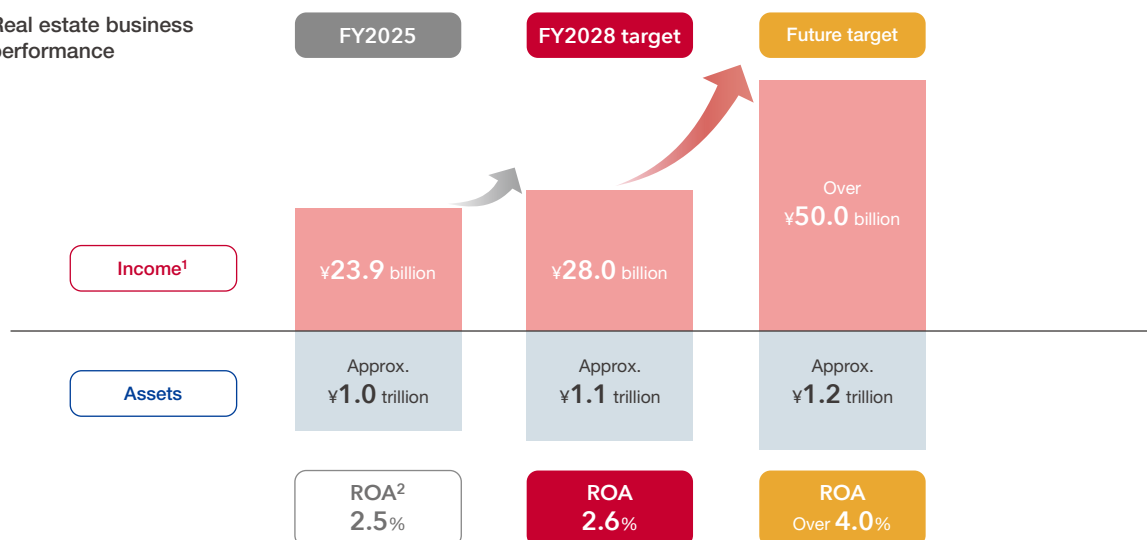
For example, we will take a new approach by considering the reorganization of postal and logistics bases, starting with maximizing real estate value by relocating and consolidating post offices in urban areas and developing the vacant sites.

While the Group's real estate business has primarily focused on leasing until now, we will expand our business areas going forward. We will combine diverse revenue models, including condominium development, rotational-type (flow) businesses such as land acquisition, development, and sales, together with fee businesses through property management, to achieve profit growth and improved profitability.

In particular, the condominium business has high profit potential given its favorable locations. By establishing a system that allows for parallel development with the leasing business and circulating the cash generated from the condominium business back into the next development, we will establish a highly capital-efficient business cycle of development, sale, and reinvestment. We will not rely solely on our own funds, but will also create a system that generates capital by selling off a portion of developed properties and uses that to fund the next investment.

The real estate business has significant ties to society, contributing to urban development and the resolution of local issues. It will grow as a new pillar that enhances corporate value by balancing social and economic value. We will leverage the collective capabilities of the Group to develop the business, securing stable profits and growth opportunities, while cultivating a revenue base that contributes to local communities.

Real estate business performance



¹ Adopted net operating income until FY2025 and business interests on and after FY2026

² Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets

² ROA: Business income / Average between the beginning and the end of the fiscal year of total assets (excluding those equivalent to cash and deposits)

Deepening dialogue with shareholders and investors

The second improvement is proactive information disclosure that takes market feedback into account, in an effort to deepen dialogue with the capital markets.

In JP Plan 2028, we have clearly outlined the cash allocation, excluding Japan Post Bank and Japan Post Insurance, in light of the growing market interest in capital policy. By appropriately allocating surplus funds to strategic investments and shareholder returns, in addition to operating cash flow and dividends from equity holdings, we will be able to both execute key strategies and improve capital efficiency.

In conjunction with the establishment of JP Plan 2028, we re-examined our cost of equity and determined that our cost of capital is approximately 7 to 8%. Based on this, our medium-term target is to continuously generate ROE that exceeds our cost of equity through the

steady execution of our key strategies. We aim to achieve ROE of 7% in FY2028.

Looking at shareholder returns, we aim for a total shareholder return ratio of 50% or more over the three-year period. Furthermore, based on the projected significant increase in profits of our two financial companies, we will increase the dividend to 60 yen in FY2026 and introduce a progressive dividend system that increases dividends according to performance. This will be the first dividend increase since our listing, excluding the dividend commemorating the 10th anniversary of the privatization of Japan Post in the fiscal year ended March 31, 2018.

Going forward, we will continue to maintain stable dividends, enhance shareholder returns, and promote a sustainable capital policy that earns the trust of the capital markets.

Strengthening governance structure

The third improvement is structural reform to enhance the effectiveness of our governance structure.

While strengthening governance and compliance was also a goal of our previous Medium-term Management Plan, given that we have not been able to completely prevent the recurrence of misconduct, we have established a new organization (Financial Operations Support Division) to ensure compliance and operational quality, with approximately 2,000 personnel stationed at 65 locations nationwide (including branch offices) as of June 2026.

We will establish a system where we can accurately understand the situation of each postal worker and provide meticulous guidance and support to ensure strict adherence to laws and regulations and to maintain operational quality.

This will enhance the effectiveness of governance by adding a

function that provides close support to the front lines, in addition to the traditional vertical guidance structure of head office, branch office, and post office.

However, restoring trust cannot be achieved simply by changing systems and organizational structures. While we have implemented measures to prevent recurrence every time a scandal occurs, the key is to thoroughly implement these measures throughout the organization and continuously improve the quality of operations.

In addition to the new measures being introduced, we will also rigorously review the implementation status and effectiveness of our existing initiatives and continuously make improvements. We believe it is our responsibility to continue pursuing the perfection of our governance until we reach a level where our customers can truly feel that they can use the post office with peace of mind.

Human capital management

Human capital is the foundation supporting the Group's key strategies and an indispensable element in advancing structural reforms and strengthening governance. The Group is supported by approximately 370,000 employees working nationwide, and the abilities and growth of each employee are the source of the Group's competitiveness and value creation. I believe that strengthening human capital is an essential management foundation for realizing our vision for the future.

We consider creating an environment where employees can work with peace of mind and proactively take on challenges as a key management policy. Through evolving into a company where employees

can take pride in their work, we aim to enhance corporate value.

To enhance our human capital management, we will focus on two key themes: (1) development of a human resource portfolio aligned with changes in the business environment and growth strategies, and (2) maximizing the potential of every employee. We will systematically implement measures that directly lead to qualitative improvement of human capital, such as actively allocating talent to growth areas, supporting autonomous learning through career development training, and creating a workplace where diverse talent can demonstrate their abilities.

Human resources strategies

1 Development of a human resource portfolio aligned with changes in the business environment and growth strategies

- Achievement of flexible personnel deployment in response to changes in the business environment and growth strategies
- Establishment of a framework to utilize dispatched employees, spot workers, and others to flexibly secure labor in response to fluctuations in the workload at post offices
- Establishment of a system to utilize foreign workers (specified skilled workers) in motor vehicle transportation services such as long-distance truck transportation
- Establishment of a system to utilize the time generated through flexible counter operating hours, etc. to carry out various internal and external administrative tasks that are outside of regular duties

2 Maximizing the potential of each and every employee

Establishment of New HR System

Introduction of a compensation system based on duties and roles, abolishing promotion by seniority

- Abolish promotion by seniority and introduce a simplified compensation system based on the content and responsibility of the work and the results achieved
- Introduction of an employee stock compensation system
- Appropriate evaluation of the results achieved and challenges

Review of the entire HR system

- Redesign compensation levels including those for employees aged 60 and over
- Realization of measures to secure employment beyond age 65
- Optimization of the entire system, including various allowances and retirement benefits
- Further use of 360-degree evaluations (multifaceted observation) on employees in the management positions

Promotion of women's advancement and support for career autonomy

- Active promotion of women to management positions
- Develop an environment that supports emergence of more women in management positions
- Strengthening of individual career support functions

Creation of a comfortable working environment

- Realization of an environment that encourages employees to take on managerial positions
- Review the approach to relocation and transfer assignments so that employees facing various circumstances can exercise their abilities with peace of mind
- Expansion of workstyle options (such as greater flexibility in working days, time, etc.)



Our mission: Bring Japan Post Group's value to future generations

The Group fulfills its responsibility for universal service, including providing united nationwide postal services and maintaining a system that allows people to access savings and insurance services at their local post offices anywhere in the country, thus playing a vital role in Japan's social infrastructure. In providing such universal service, it is essential that each Group company responsible for its respective business works together as one. I will continue to do my utmost to further strengthen this cooperation.

On the other hand, structural challenges have arisen in our postal and domestic logistics as well as post office businesses. To continue providing universal service sustainably, a review of our business structure is urgently needed and is a management issue that must be addressed as a top priority. I believe that steadily implementing each measure outlined in JP Plan 2028 is the first step in that direction.

At the same time, the Group is also working to address social issues in response to local needs, such as complementing government services, supporting the formation of local communities, and monitoring the elderly. These initiatives are not merely contributions to the community, but rather a foundation for value creation that will lead to the Group's long-term competitiveness by strengthening trust with the community.

Having gone through privatization and a stock market listing, the Company operates its business under the scrutiny of the market. We aim to meet the diverse expectations of our stakeholders by reliably fulfilling our responsibility for universal service and maximizing our unique strength of having physical locations spread throughout the country.

In June 2026, the amendment to the Postal Service Privatization Act was passed. I understand that its purpose is to ensure the reliable provision of universal service and to support the lives of local residents through the utilization of the post office network. I view this as a clearer expression of the mission I felt during my visits to post offices throughout the country.

My mission and responsibility in passing on Japan Post Group's value to future generations is to ensure that the Group, centered around post offices, continues to meet the diverse needs of local communities and serves as a vital support system for people's lives, without interruption, and to pass this on to future generations.

The future of the Group will be built on a clear understanding of the expectations and evaluations of our stakeholders and translating their voices into steady progress. I ask for your continued, albeit critical, support.

根岸一行