

The History of the Japan Post Group

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. Japan Post Service Co., Ltd. and Japan Post Network Co., Ltd. merged and the company name was changed to Japan Post Co., Ltd. As a result, the Japan Post Group was reorganized from five companies to the current four companies.

JP HOLDINGS JAPAN POST HOLDINGS

JP POST JAPAN POST

JP BANK JAPAN POST BANK

JP INSURANCE JAPAN POST INSURANCE

Postal Business

2010

Sales of Letter Pack launched

2013

Grand opening of the JP Tower (KITTE commercial center)



2015

Australian logistics company Toll Holdings Pty Limited becomes 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

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.)

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.

2015

Listed on the First Section of the Tokyo Stock Exchange

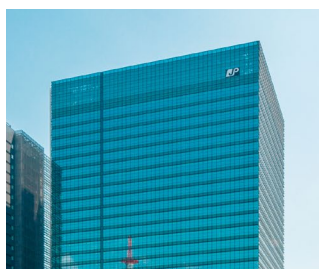
On November 4, 2015, Japan Post Holdings Co., Ltd., Japan Post Bank Co., Ltd., and Japan Post Insurance Co., Ltd. are simultaneously listed on the First Section of the Tokyo Stock Exchange. In the future, proceeds to Japan Post Holdings Co., Ltd. from the sale of the shares of the two financial companies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

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 becomes a subsidiary

2020

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



Yucho Bankbook App

2022

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

2024

Japan Post Bank Capital Partners Co., Ltd. established

2026

Japan Post Bank Asset Management Co., Ltd. launched (formed through the merger of JP Asset Management Co., Ltd. and Japan Post Investment Corporation)

2017

Launches Sono hi kara Plus, a new medical care rider; Shin Nagaiki Kun Low Cash Value Plan, a new whole life insurance; and Choujo 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



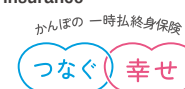
2023

Revises Hajime no Kampo, an educational endowment insurance



2024

Launches Tsunagu Shiawase, a lump-sum payment whole life insurance



Structure of the Japan Post Group



¹ Shareholding ratio to the voting shares except for treasury shares (as of March 31, 2026)

² Due to the cancellation of treasury stock implemented in April 2026, the shareholding ratio to the total number of issued shares was 38.1% as of April 30, 2026.

³ Through a share buyback via ToSTNet-3 conducted in May 2026, the Group acquired a portion of its shares held by the Ministry of Finance. As a result, the Ministry's shareholding ratio to the total number of issued shares stood at 35.5% as of end of May 2026.

The Japan Post Group offers a wide range of products and services. Please see the relevant pages for details.

Putting our post office network to maximum use to support our community customers

Japan Post Co., Ltd. delivers postal services at uniform rates across Japan, and also provides parcel delivery services including Yu-Pack. In addition, it uses its post offices to provide customers nationwide with banking counter operations commissioned from Japan Post Bank Co., Ltd. and insurance counter operations commissioned from Japan Post Insurance Co., Ltd.

Japan Post's management philosophy is "Present at every stage of life. Touching the hearts of all."

Postal and domestic logistics business

Postal and logistics services, built on a nationwide delivery network that reaches every corner of Japan

Post office business

Postal and logistics, banking, insurance, and other counter services

International logistics business

Contract logistics and forwarding businesses, primarily across the Asia-Pacific region

→ P. 48

Real estate business

Real estate operations including the leasing and management of office buildings, commercial facilities, and residential properties, as well as property sales

→ P. 55



Customers

Supporting our customers' daily lives through our banking services

Using Japan Post's nationwide post office network, Japan Post Bank provides comprehensive financial services to a wide range of individual customers.

Our management philosophy is to become "the most accessible and trustworthy bank in Japan," guided by the needs and expectations of our customers.

Banking business

A wide range of financial services including savings, payments, and consulting

→ P. 56

Supporting our customers' lives through our life insurance services

Through post offices and branches of Japan Post Insurance, we provide customers throughout Japan with the peace of mind that insurance brings.

Japan Post Insurance Co., Ltd. operates under the philosophy: "Be a trustworthy partner for people, always being close at hand and endeavoring to protect their well-being."

Life insurance business

Simple, small-lot endowment and whole life insurance products, along with a range of related services

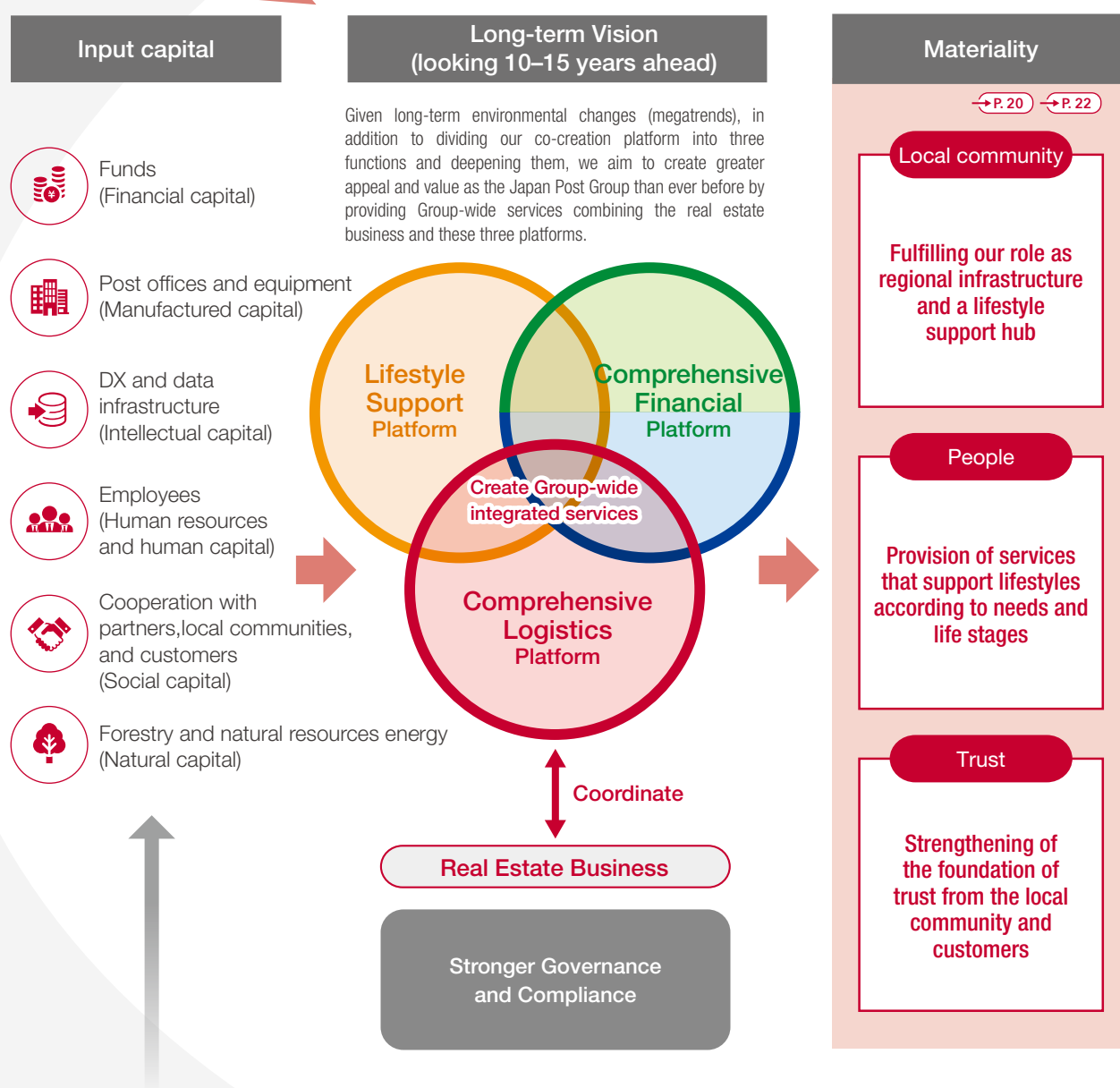
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Value Creation Process

For each of the three top management priorities (materialities), the Group sets targets and KPIs focused on strategies to be pursued over the three years of the Medium-term Management Plan and measures to prevent risks from materializing. Through these efforts, the Group aims to realize its management philosophy by creating two forms of value: development of society and the region and realization of happiness for stakeholders.

Japan Post Group Strengths

- 1 Nationwide network of post offices
- 2 Delivery and logistics network and financial network



External Environment

Economic



- Increase in geopolitical risks
- Contraction of the domestic market due to population decline
- Japan's lower growth rate than that of the world, persistent inflation and Japanese government's financial deterioration

Social



- The decline in the working-age population and aging population in Japan will accelerate
- Further depopulation of rural areas
- Diversification of values and lifestyles

Technological



- Advancement of technologies, such as AI, robotics, fintech, etc.
- Penetration of digital technology into society

Japan Post Group Management Philosophy

Stressing the security and confidence of 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.

- 3 Vast customer base and extensive customer data
- 4 Trust in post offices and deep understanding of local communities

Value we aim to create

Realization of happiness for stakeholders

Development of society and the region

Medium-term Management Plan, JP Plan 2028

Group vision for the duration of JP Plan 2028

As the social mission of the Japan Post Group, we will simultaneously ensure the sustainability of universal service, which serves as social infrastructure, and achieve growth in new business areas and other fields.

Three key strategies

1	2	3
Review of the business structure to ensure the sustainable provision of universal service	Enhancement of corporate value through profit growth in growth areas	Strengthening the Group's management base

Key initiatives

1	- Structural reform of the postal and domestic logistics business → P. 32 - Structural reform of the post office business → P. 33	- Advancing initiatives related to materialities → P. 21 - Strengthening governance structure → P. 38
2	- Profit expansion in the financial business → P. 34 - Establishment of the real estate business as a new pillar of revenue → P. 35 - Transformation into a comprehensive logistics company → P. 37	3 Advancement of capital policy → P. 39 - Promoting initiatives for Group DX measures → P. 44 - Deepening human capital management → P. 46

Targets / KPIs

Financial targets

ROE (based on shareholders' equity) 5% to more than 7%	Net income attributable to Japan Post Holdings ¥ 500.0 billion to more than ¥ 700.0 billion	Cumulative total shareholder return ratio 50% or more over the three years	Lower limit of dividend per share ¥ 60 Introduce a progressive dividend policy
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Non-financial targets

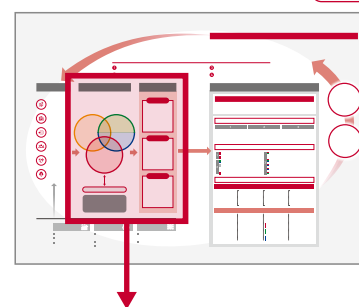
Support childcare for a balance with work Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more	Employee engagement score FY2028 Group-wide targets B	Ratio of women in management positions (entire company, as of April 1, 2031) Japan Post Holdings/ Japan Post 14.0% Japan Post Bank 25.0% Japan Post Insurance 16.5%	Greenhouse gas (GHG) emissions Reduce 46% by FY2030 (compared to FY2019) Become carbon neutral by FY2050
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Three Top Management Priorities (Materialities) for the Japan Post Group

The Japan Post Group's long-term vision is to further develop its co-creation platform across three core functions and and, through its real estate business and group-wide services, generate even greater appeal and value as the Japan Post Group. To realize this vision, the Group aims to fulfill its management philosophy by creating two forms of value: development of society and the region and realization of happiness for stakeholders. Toward this end, it has identified three top management priorities (materialities).

Value Creation Process

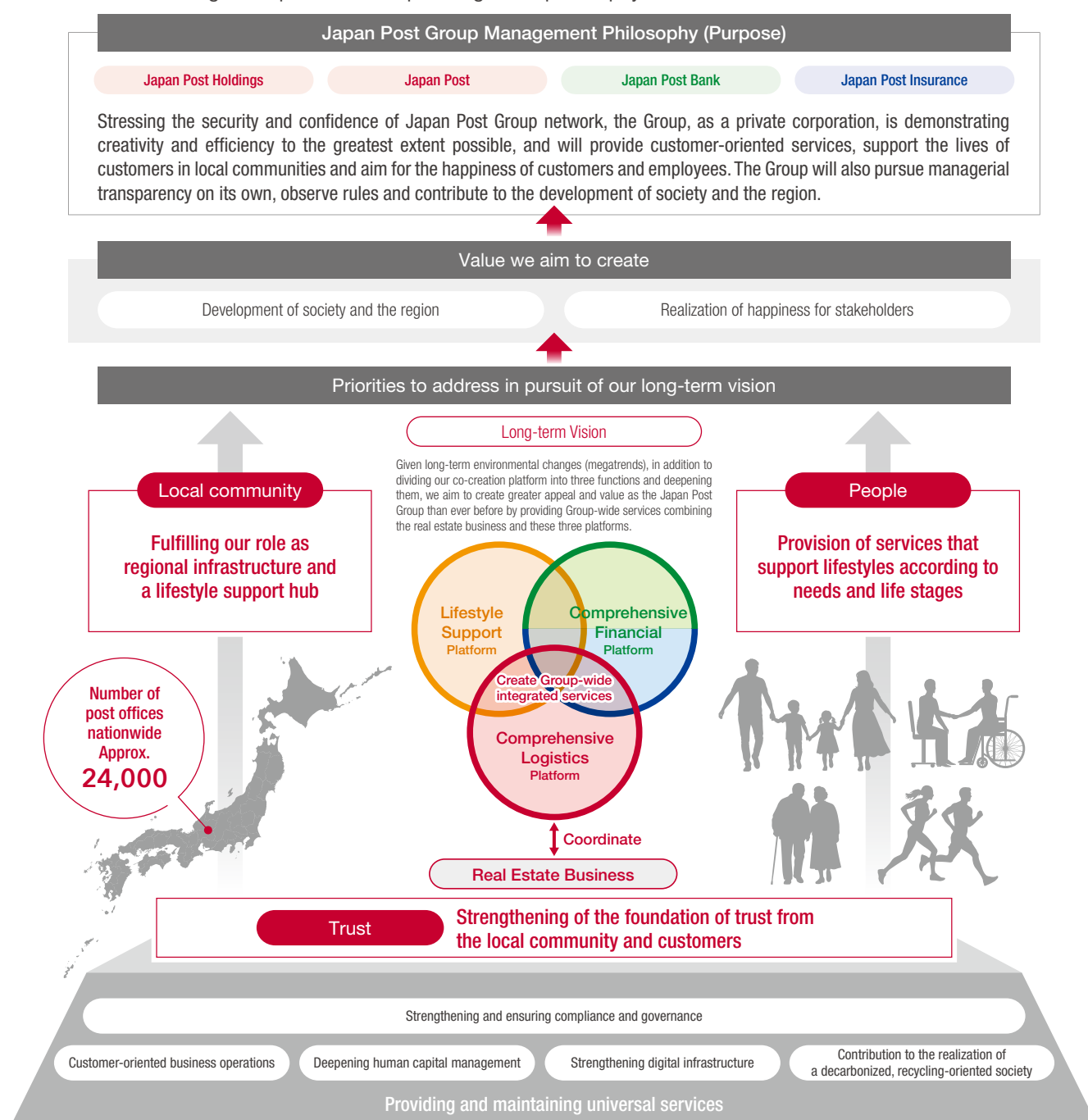
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Top Management Priorities (Materialities)

- Local community** Fulfilling our role as regional infrastructure and a lifestyle support hub
- People** Provision of services that support lifestyles according to needs and life stages
- Trust** Strengthening of the foundation of trust from the local community and customers

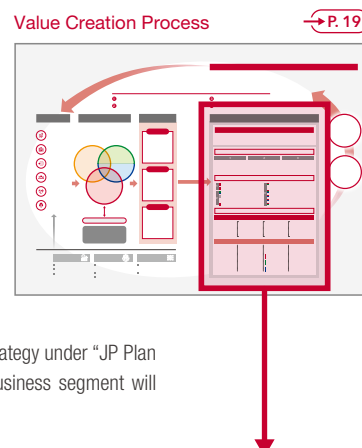
Process for realizing the Japan Post Group management philosophy



Advancing Initiatives Related to Top Management Priorities (Materialities)

The Japan Post Group is working together as one to address its three top management priorities (materialities). These priorities are addressed through the three key strategies set out in the Medium-term Management plan, JP Plan 2028: "review of the business structure to ensure the sustainable provision of universal service," "enhancement of corporate value through profit growth in growth areas," and "strengthening the Group's management base." The Group pursues value creation from both financial and non-financial perspectives.

Furthermore, under "strengthening the Group's management base," the Group has also committed to "advancing initiatives related to materialities," and is working to set non-financial targets that align each business strategy under "JP Plan 2028" with measures to prevent risks and capture opportunities. Ongoing dialogue and discussion with each business segment will continue going forward.



	Local community	People	Trust
Top management priorities (materialities)	Fulfilling our role as regional infrastructure and a lifestyle support hub	Providing services that support lifestyles according to needs and life stages	Strengthening the foundation of trust from the local community and customers
Three key strategies of Medium-term Management Plan, JP Plan 2028	1 Review of the business structure to ensure the sustainable provision of universal service	2 Enhancement of corporate value through profit growth in growth areas	3 Strengthening the Group's management base
Key initiatives	- Structural reform of the postal and domestic logistics business - Structural reform of the post office business	- Profit expansion in the financial business - Establishment of the real estate business as a new pillar of revenue - Transformation into a comprehensive logistics company	- Advancing initiatives related to materialities - Strengthening governance structure - Advancement of capital policy - Promoting initiatives for Group DX measures - Deepening human capital management
	Financial targets and targets by segment → P. 30		

Non-financial targets

Supporting lifestyles	Improving accessibility		Solving social issues through investment and financing	
Total number of contracted local governments	Number of Yu ID members	Number of Post Office App downloads	Sustainable finance, impact investment	Impact "K" Project certified
600 local governments (Japan Post Co., Ltd.)	28 million members (Japan Post Holdings Co., Ltd.)	20 million downloads (Japan Post Co., Ltd.)	Sustainable finance Cumulative new investment and lending amount ^{1,2}	Cumulative investment amount ³
			By FY2030	
			Approx. ¥10 trillion (Japan Post Bank Co., Ltd.)	¥100 billion (Japan Post Insurance Co., Ltd.)
Deepening human capital management			Contribution to the realization of a decarbonized, recycling-oriented society	
Support childcare for a balance with work	Employee engagement score	Ratio of women in management positions ⁵ (entire company ⁵ , as of April 1, 2031)	Greenhouse gas (GHG) emission reductions	
Childcare leave acquisition rate for both men and women:	By FY2028	Japan Post Holdings/Japan Post	46% reduction by FY2030 (compared to FY2019)	
100%	Group-wide targets	Japan Post Bank	Become carbon neutral by FY2050	
Average days of childcare leave acquired by men:		Japan Post Insurance		
1 month or more				

1 ESG bonds, credits for renewable energy sector, etc.

2 Sustainable Finance, Cumulative New Investment and Lending Amount is a KPI under Japan Post Bank's materiality theme Investment and Lending for a Sustainable Environment and Society.

3 Impact "K" Project Certified, Cumulative Investment Amount is a KPI shared across Japan Post Insurance's materiality themes A Society Where Everyone Can Live Healthily and with Peace of Mind and Protection of the Natural Environment.

4 Score based on survey results provided by Link and Motivation, Inc. Out of all 11 levels, B represents the 6th level evaluation from the top.

5 While the previous Medium-term Management Plan, JP Vision 2025+, applied only to the headquarters of the Group's four major companies, the new Medium-term Management Plan, JP Plan 2028, applies to the entire Company. Note that for Japan Post Holdings and Japan Post, the metrics are set based on the combined figures for both companies.

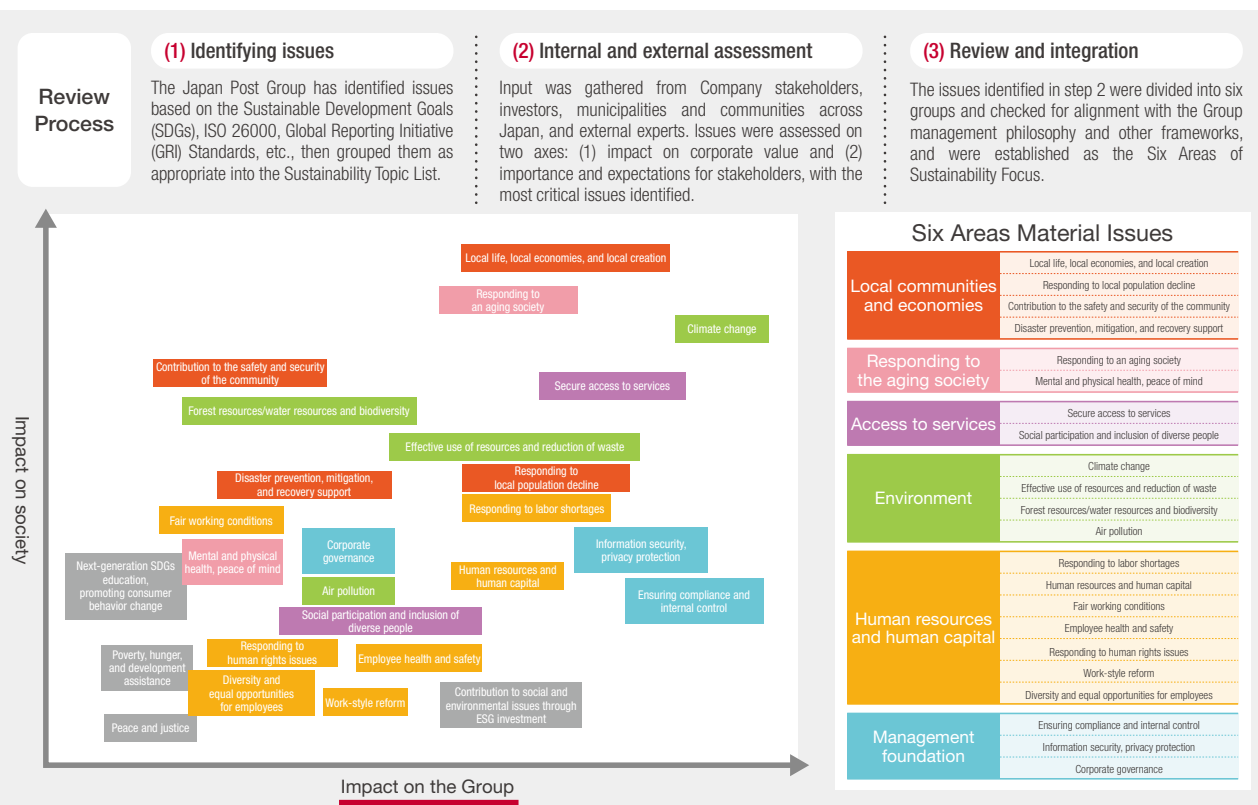
Identifying Top Management Priorities (Materialities)

Review Process

In FY2025, as part of developing JP Plan 2028, the Group identified three top management priorities (materialities), namely Local community, People, and Trust, which encompass the six sustainability focus areas established in FY2023. These materiality priorities were deliberated by the Sustainability Committee, informed by dialogue with external experts, and reported to the Management Meeting, Board of Directors, and Audit Committee, before being approved by the Board of Directors in May 2026 alongside the Medium-term Management Plan.

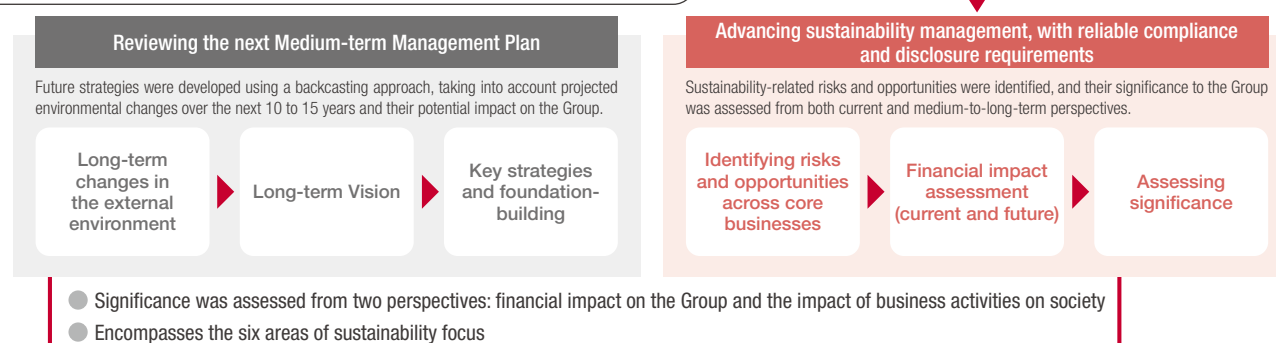
FY2023 (review year for JP Vision 2025+)

Starting point: six sustainability focus areas



FY2025 (review year for Medium-term Management Plan, JP Plan 2028)

Review



FY2026 (publication year for Medium-term Management Plan, JP Plan 2028)

While significance is fundamentally assessed based on financial impact, the Group's particular characteristics mean that social trust and reputation are also taken into account



Dialogue with Outside Experts

On January 29, 2026, the Japan Post Group held a dialogue with outside experts. With MORI Setsu, President and CEO of Alterna Co., Ltd. and Visiting Professor at the Graduate School of Environmental Sciences, Musashino University, serving as facilitator, three outside experts provided evaluations, identified future challenges, and shared their expectations and recommendations from a broad range of perspectives to support the identification of materialities—the most critical management issues—for the next Medium-term Management Plan.



Details are available on our website.



<https://www.japanpost.jp/en/sustainability/sustainability-management/engagement.html#dialogue>



Facilitator

MORI Setsu

President and CEO of Alterna
Visiting Professor, Graduate School of Environmental Sciences,
Musashino University



Comments from external experts



SEKI Masao

Visiting professor,
The Open University of Japan

I believe that the Japan Post Group has been consistently integrating sustainability into its management over many years and organizing its materialities through an orthodox process. While the issues have been clearly identified, it is not yet entirely clear how they are linked to the realization of the Group's management philosophy and Medium-term Management Plan, what goals the Japan Post Group aims to achieve, and what kind of change it seeks to bring about in society. It is important to present these directions in a way that is understandable to both employees and investors through materiality. The essence of materialities lies in presenting it at approximately 80% completion and allowing it to grow and take shape through dialogue and practice. In this process, it is essential to conduct thorough internal discussion. What is required is the kind of sharing and dialogue that enables each of the Group's 300,000 employees to understand how they personally contribute to realizing the materiality. KPIs are also critical to the effective operation of materiality. Adopting an impact-oriented mindset that is conscious of the changes brought about in society and striving to capture the magnitude of change over the medium to long term, will lead to a better understanding of future risks and opportunities.



YOSHITAKA Mari

Guest professor,
Faculty of Environment and Information Studies,
Keio University
Representative Director,
Virtue Design Association

There is now a shift underway from the phase of scenario planning through backcasting and disclosure to the implementation phase. Investors place great importance on the disclosure of an integrated growth strategy that combines financial and non-financial information. It is important to present in an integrated manner how the long-term vision of the Medium-term Management Plan, materiality, and key strategies are linked to the overall growth strategy. At the same time, it is not easy for employees to take ownership of materiality, and disclosure must also be tailored to the intended audience.

In recent years, there has been a growing focus on the impact of corporate activities on societal changes driven by AI and digitalization. There is also a growing trend toward incorporating human capital into corporate strategy as a growth resource with financial implications. It is also important to design KPIs as growth drivers, not merely management metrics.



MANAGI Shunsuke

Distinguished Professor,
Faculty of Engineering,
Kyushu University

As depopulation progresses, the maintenance of the foundations of daily life in local communities has become a pressing challenge. The Japan Post Group, with its nationwide network of locations, serves as social infrastructure that supports local communities through universal services—a source of value that sets it apart from other companies. Enhancing the well-being of people through the functions of postal, banking, and insurance services is of great importance, and it is essential that materiality incorporate both a social infrastructure perspective and a measurable well-being dimension, with these factors assessed quantitatively.

The same applies to employees. Measuring subjective well-being and analyzing its underlying factors will contribute to improving employee well-being. In a time of significant social and institutional change, it is important to flexibly revisit conventional assumptions and put in place a framework that fosters continuous challenge.

Financial and Non-financial Highlights

Financial Information

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 billion¹	¥360.0 billion²

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 affiliates accounted for by the equity method, and equity in earnings or losses of affiliates from Aflac Incorporated have been recorded since FY2024.

² Calculated on the assumption of a 61.5% stake in Japan Post Bank and a 49.8% stake in Japan Post Insurance.

Key indicators by segment (based on FY2025 results) and main factors behind the changes

Postal and domestic logistics business	Post office business	International logistics
Net operating income -¥11.8 billion	Net operating income ¥6.9 billion	Net operating income ¥13.8 billion
	Operating margin 0.7%	Operating margin 2.7%
FY2025 Plan Net operating income: ¥90.0 billion Operating margin: 3.5%	FY2025 Plan Net operating income: -¥49.0 billion	FY2025 Plan Net operating income: ¥12.0 billion Operating margin: 2.0%
In addition to decrease in the volume of mail, the change in the acceptance plan for Kuroneko Yu-Packet and the unperformed roll calls incident caused parcel volume to also fall below expectations, resulting in missing the target.	Target was achieved by controlling non-personnel expenses such as those related to the introduction of tablet PCs.	Through the growth of the logistics business, etc., centered on Asia, as set forth in JP Vision 2025+, progress was generally in line with the plan, and the target was achieved.
Real estate business	Banking business (Japan Post Bank)	Life insurance business (Japan Post Insurance)
Net operating income ¥23.9 billion	Net income ¥525.5 billion	Net income ¥171.5 billion
Operating margin 27.2%	ROE 5.3%	ROE 10.1%
FY2025 Plan Net operating income: ¥11.0 billion Operating margin: 14.0%	FY2025 Plan Net income: ¥400.0 billion or more ROE: 4.0% or more	FY2025 Plan Net income: ¥97.0 billion ROE: Approx 6.0%
Large-scale development projects such as JP Tower Osaka were completed smoothly and tenant leasing of offices, etc., progressed favorably, resulting in achievement that significantly exceeded the target.	The target was achieved as a result of factors such as higher interest income from increased revenue on foreign bond investment trusts and interest income on JGBs, etc.	The target was achieved due to, among other factors, an increase in interest margin gain resulting from a favorable investment environment, etc.

Note: In Life insurance business, considering characteristics of a life insurance company whose net income may be adversely affected in a short term by business recovery, an adjusted ROE and an adjusted profit are presented after partially adjusting such negative impacts.

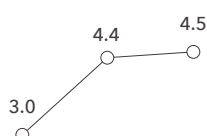
Adjusted profit: Consolidated net income + Burden of regular policy reserves in the first year (after tax) + Amortization of goodwill; Adjusted ROE: adjusted profit ÷ (shareholders' equity (average) - unamortized balance of goodwill (average))

ROE (based on shareholders' equity)

4.5%

(FY2025 Plan: 4.0% or higher)

—○ ROE (%)



2023 2024 2025

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

Net ordinary income

¥1074.9 billion

Consolidated net income

¥743.4 billion
(FY2025 Plan: ¥570.0 billion)

Net income attributable to Japan Post Holdings

¥374.5 billion
(FY2025 Plan: ¥360.0 billion)

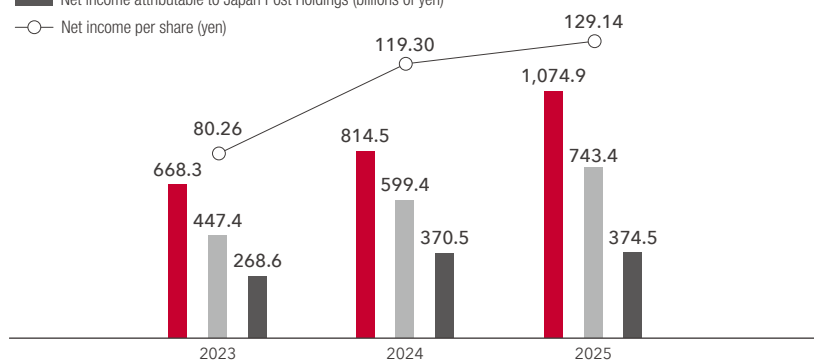
Net income per share

¥129.14

■ Net ordinary income (billions of yen) ■ Consolidated net income (billions of yen)

■ Net income attributable to Japan Post Holdings (billions of yen)

—○ Net income per share (yen)



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

Dividends per share

¥50.00

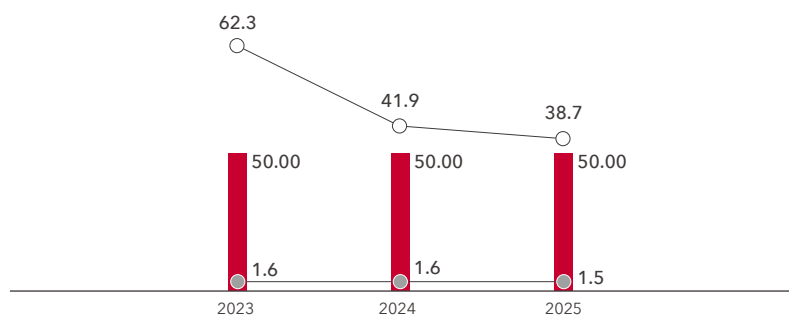
Payout ratio (consolidated)

38.7%

Dividend on equity (DOE)

1.5%

■ Dividends per share Annual dividend (yen) —○ Payout ratio (consolidated) (%) —● DOE (%)



2023

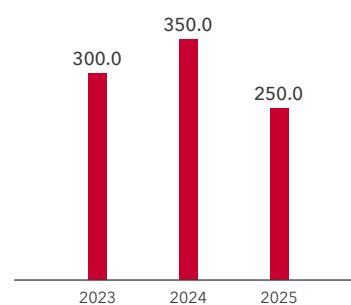
2024

2025

Amount of Treasury Stock Acquired

¥250.0 billion

■ Amount of treasury stock acquired (billions of yen)



2023

2024

2025

Non-financial Information

Non-financial targets

Employee engagement score	Support childcare for a balance with work	Ratio of women in management positions	Greenhouse gas (GHG) emissions
FY2025 Results	FY2025 Results	FY2025 Results	FY2024 Results
3.39 pts (FY2024: 3.39 pts)	Childcare leave acquisition rate for both men and women ¹ 100% Average period of childcare leave acquired by men ² 53.5 days	Ratio of women in management positions at Head Office ³ 18.1%	24.2% reduction (compared to FY2019)
FY2025 Plan	FY2025 Plan	FY2030 Plan	FY2030 Plan
At least the score in the previous fiscal year	- Childcare leave acquisition rate for both men and women: 100% - Average period of childcare leave acquired by men: 1 month or more	Ratio of women in management positions at Head Office 30%	46% reduction (compared to FY2019)
DX training attendance rate	Average number of annual paid holidays taken	Number of employees using internal open recruitment among the Group	Number of personnel exchanged within the Group
FY2025 Results	FY2025 Results	FY2025 Results	FY2025 Results ⁴
100%	19.1 days	74	Approx. 2,300
FY2025 Plan	FY2025 Plan	FY2025 Plan	FY2025 Plan
100%	18 days or more	At least the previous fiscal year's result of 90 people	Number of personnel exchanged within the Group Maintain at approx. 1,500

Rating

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

AA+

(as of October 28, 2025)

External ESG
evaluations

Selected as a constituent of
the FTSE4Good Index Series¹
and FTSE Blossom Japan Index²

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.



FTSE4Good



FTSE JPX Blossom
Japan Index

Selected as Prime Status²
by ISS ESG¹

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

Corporate ESG
Performance

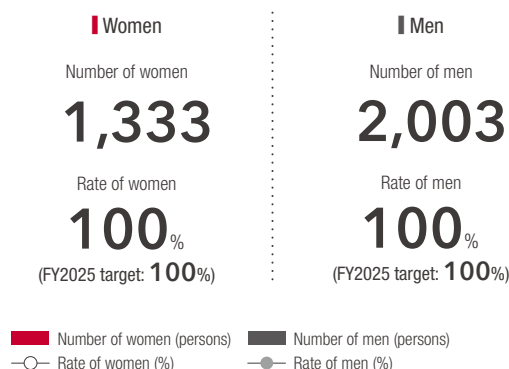
RATED BY
ISS ESG

Prime

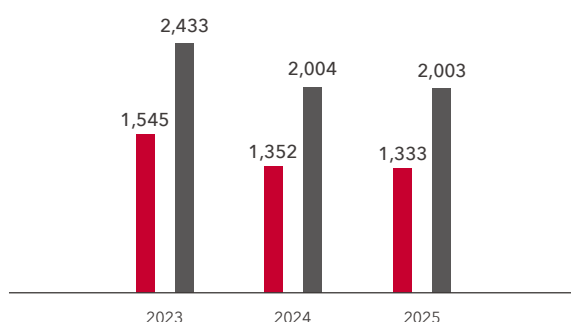
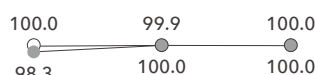
Number and Rate of Employees Taking Childcare Leave by Gender / Average Period of Childcare Leave Acquired by Men



Number and rate of employees taking childcare leave by gender¹



■ Number of women (persons) ■ Number of men (persons)
○ Rate of women (%) ○ Rate of men (%)



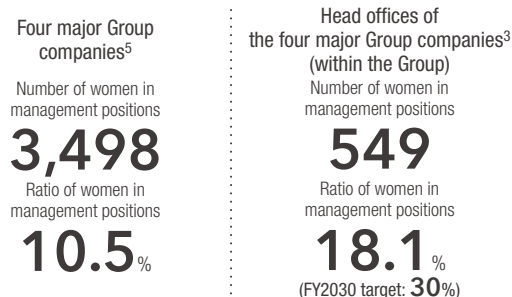
Average period of childcare leave acquired by men²

53.5 days
(FY2025 target: 1 month or more)

Number and Ratio of Women in Management Positions / Number of Female Executive Officers



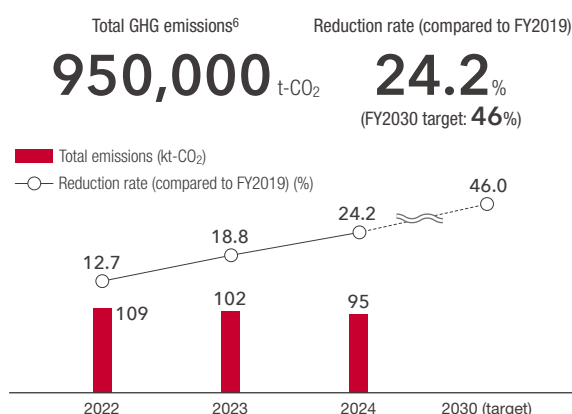
Number and ratio of women in management positions



Number of female executive officers (as of July 1, 2026)

31

Greenhouse Gas (GHG) Emissions



¹ Number and rate of employees taking childcare leave, etc., among employees who gave birth or whose spouses gave birth in FY2025, including employees who had applied to start childcare leave.

² Average number of days of childcare leave taken by male employees whose spouses gave birth in FY2025.

³ The ratio of female employees in management positions at the head offices of the four major Group companies as of April 1, 2026.

⁴ Excludes employees (approximately 5,000) seconded to Japan Post Insurance as part of the establishment of a new sales system.

⁵ The ratio of female employees in management positions at the four major Group companies as of April 1, 2026.

⁶ Scope 1 and 2 performance for FY2024, 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.

Selected for the CDP Climate Change A List and as a CDP Supplier Engagement Leader

In 2025, Japan Post Holdings was selected for inclusion in the A List by CDP, an international non-profit organization, for its leadership in corporate transparency and performance in the area of climate change. In addition, Japan Post Holdings was selected as a Supplier Engagement Leader 2025, the highest rating in the CDP Supplier Engagement Assessment, which evaluates how companies effectively collaborate with suppliers to address climate change challenges.



Selected for inclusion in the SOMPO Sustainability Index

Japan Post Holdings was newly selected as a constituent of the SOMPO Sustainability Index, provided by SOMPO Asset Management Co., Ltd., which recognizes companies with excellent ESG ratings.

