

Financial Results Briefing for the Six Months Ended September 30, 2023

November 2023

Presentation Summary



1 Financial Highlights for the Six Months Ended September 30, 2023

- Consolidated net income for the for the six months ended September 30, 2023 was ¥120.2 billion
 - Six months ended September 30, 2022: ¥205.9 billion
 - → Six months ended September 30, 2023: ¥120.2 billion (¥ 85.7) billion*)
 - \times Of which, the effect of the decrease in equity interests due to the sale of shares of Japan Post Bank (March 2023) (89% to 61.5%) is \pm (50.0) billion
 - Progress against the full-year forecast of ¥240.0 billion: 50.1%
- There is no change in the full-year consolidated forecast for the fiscal year ending March 31, 2024 (¥240.0 billion)
- There is no change in the year-end dividend forecast (¥50 per share).
- 2 Initiatives for the "Action to Implement Management that is Conscious of Cost of Capital and Stock Price"
 - While the Tokyo Stock Exchange has indicated that approximately half of the listed companies on the Prime Market have a PBR below 1, the Company needs to improve its PBR as it has a PBR of less than 1 in the past 5 fiscal years.
 - Improve PBR by increasing ROE, reducing cost of equity and increasing expected growth rate.
 - Details of specific initiatives, etc. will be discussed while reviewing the Medium-term Management Plan during the current fiscal year, and will be disclosed in FY2024.



Financial Highlights for the Six Months Ended September 30, 2023

Japan Post Holdings: Financial Highlights



■ Results of Operations for the Six Months Ended September 30, 2023

(Billions of yen)

	Japan Post Holdings (Consolidated)	Japan Post Co. (Consolidated)	Japan Post Bank (Consolidated)	Japan Post Insurance (Consolidated)	
Ordinary income	5,618.1	1,582.6	1,299.5	3,113.9	
Year-on-year (for the six months ended	+ 167.7	(124.4)	+ 370.7	(88.4)	
September 30, 2022) Change	+ 3.1%	(7.3)%	+ 39.9%	(2.8)%	
Net ordinary income (loss)	335.2	(22.9)	253.8	99.3	
Year-on-year (for the six months ended	+ 40.7	(57.7)	+ 33.6	+ 64.7	
September 30, 2022) Change	+ 13.8%	-	+ 15.2%	+ 187.5%	
Net income (loss)	120.2	(21.0)	182.1	50.4	
Year-on-year (for the six months ended September 30, 2022) Change	(85.7)	(47.4)	+ 23.5	+ 2.1	
	(41.6)%	-	+ 14.8%	+ 4.4%	

Note: Including the effect of a decline in the ratio of shareholders' equity (89% -61.5%) associated with the sale of shares of Japan Post Bank held by Japan Post Holdings (March 2023).

■ Forecast for the Fiscal Year Ending March 31, 2024

Net ordinary income	620.0	15.0	470.0	140.0
[percentage achievement]	[54.1%]	[-]	[54.0%]	[70.9%]
Net income	240.0	7.0	335.0	72.0
[percentage achievement]	[50.1%]	[-]	[54.3%]	[70.1%]

Notes: 1. Figures less than ¥0.1 billion are rounded down. The figures of Japan Post Holdings (consolidated) and the combined figures of each subsidiary do not correspond because of other consolidated accounting procedures, etc.

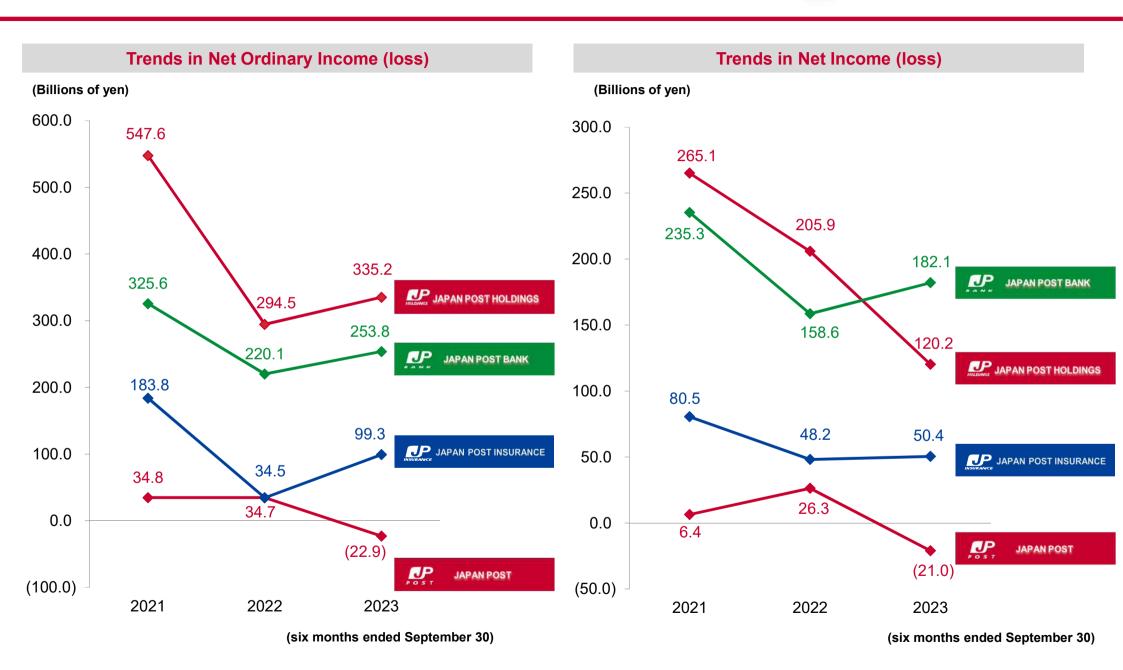
^{2.} The amount of ordinary profit on the consolidated statements of income of Japan Post Insurance has been used for net ordinary income of Japan Post Insurance.

^{3.} Net income for Japan Post Holdings (consolidated) has been calculated based on the ratio of shareholders' equity held by Japan Post Holdings in Japan Post Co. (100%), Japan Post Bank (61.5%) and Japan Post Insurance (49.8%).

^{4.}The amounts of net income attributable to Japan Post Holdings, net loss attributable to Japan Post Co., net income attributable to Japan Post Bank and net income attributable to Japan Post Insurance have been used for net income (loss) of Japan Post Holdings (consolidated), Japan Post Co. (consolidated), Ja

[Appendix] Trends in Net Ordinary Income (Loss) and Net Income (Loss)







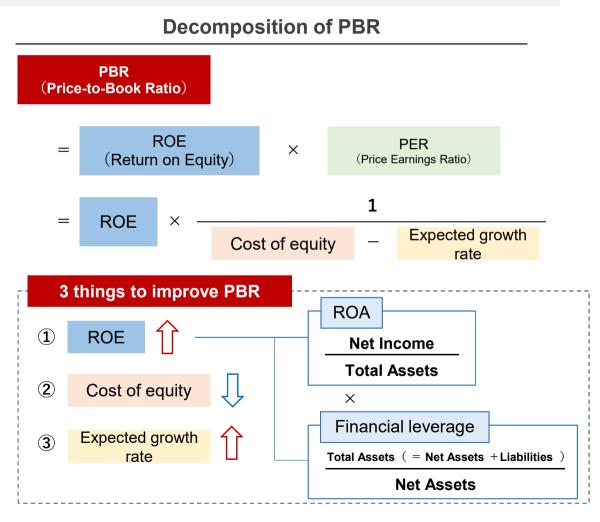
Initiatives for the "Action to Implement Management that is Conscious of Cost of Capital and Stock Price"

Japan Post Holdings' PBR



- While the Tokyo Stock Exchange has indicated that approximately half of the listed companies on the Prime Market have a PBR below 1, the Company needs to improve its PBR as it has a PBR of less than 1 in the past 5 fiscal years.
- > PBR can theoretically be expressed as PBR = ROE / (cost of equity expected growth rate). Improving PBR requires three things: (1) increasing ROE, (2) reducing cost of equity, and (3) increasing expected growth rate.
- ➤ Assuming an expected growth rate of zero, <u>"ROE ≥ cost of equity"</u> needs to be achieved for PBR to be more than 1.

PBR of the Company* (Times) 0.45 0.40 0.39 0.35 0.37 0.30 0.31 0.29 0.25 0.27 0.20 0.15 0.10 FY18 FY19 FY21 FY22 ※Figures as of the end of each fiscal year are calculated

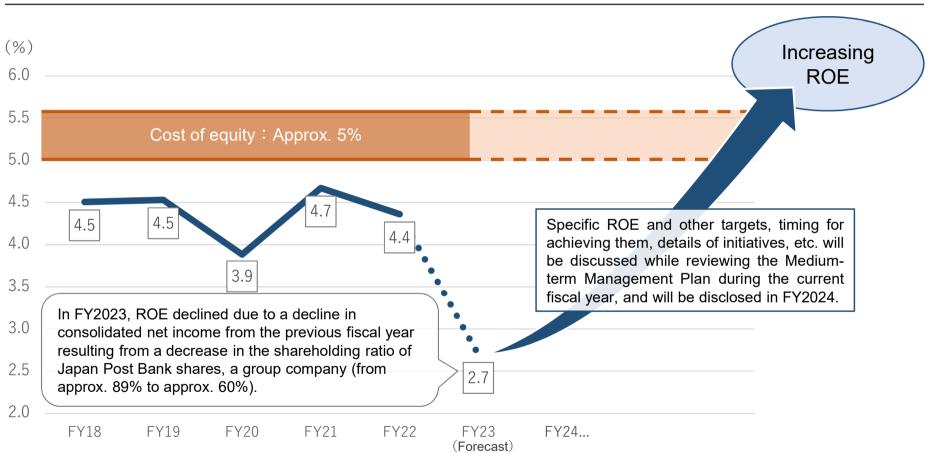


Japan Post Holdings' ROE and Cost of Equity



- Using CAPM based on the most recent data, the cost of equity is estimated to be approx. 5%.
- > The Company's ROE is below the cost of equity.
 - ⇒ We aim for a level of ROE that exceeds the cost of equity.

Trends of the Company's ROE (* 1,2) and the cost of equity



- X1 ROE on a shareholders' equity basis not affected by net unrealized gains (losses) on available-for-sale securities, taking into consideration our banking business characteristics
- X2 Calculated by dividing net income attributable to Japan Post Holdings by the average shareholders' equity during the period (excluding non-controlling interests and net unrealized gains (losses) on available-for-sale securities from net assets) and rounding to the first decimal place

Policy for Initiatives to Improve PBR (Overall Picture)



- Improve PBR by increasing ROE, reducing cost of equity and increasing expected growth rate.
- ➤ Details of specific initiatives, etc. will be discussed while reviewing the Medium-term Management Plan during the current fiscal year, and will be disclosed in FY2024.

and will b	e disclosed in F	2024.			
		【Profit generati	on]		
	Increasing	Japan Post Co.	Postal and domestic logistics business: Reinforcing sales capabilities and systems, and increasing the number of parcels, etc. by collaborating with other companies Post office business: Increasing usage by improving sales skills, etc., and improving customer convenience by expanding online and remote services Real estate business: Promoting development of Group-owned real estate, etc. in accordance with their location characteristics		
Increasing ROE	ROA (profit)	Japan Post Bank	Market business: Expansion of risk assets, restructuring of yen interest rate portfolio Retail business: Improving earnings of existing businesses, and seizing new revenue opportunities by using apps, etc. Σ business: Developing GP services unique to Japan Post Bank		
NOL	Japan Post Insurance		Sales: Strengthening of sales network cooperation, development of sales personnel, enhancement of product lineup Asset management: Expanding asset management earnings by achieving greater depth and sophistication of asset management Securing new revenue: Creating new measures to secure revenue through alliances with other companies		
	Controlling financial leverage	【Financial strategy and capital policy】 - Utilization of debt in growth investments to control funding costs - Improve capital efficiency through flexible share repurchases			
Reducing cost of equity - Stable dividend - Reduce business risk and conduct appropriate control [Investor relations activities and information disclosure] - Strengthening the transmission of equity stories [Growth strategy] - Develop growth strategies to realize the "Co-creation Platform" set forth in the Medium-term Mar Plan, and identify seeds in new business fields that will contribute to these strategies		end			
		- Strengthenin 【Growth strateon - Develop gro	g the transmission of equity stories gy】 wth strategies to realize the "Co-creation Platform" set forth in the Medium-term Management		

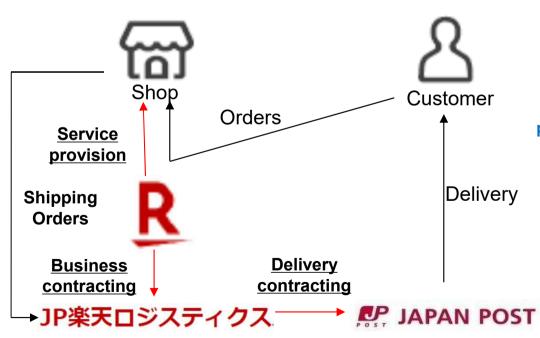
- Acquisition of parcels through JP Rakuten Logistics



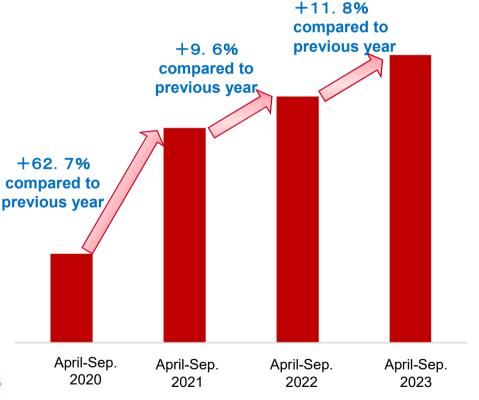
- Established JP Rakuten Logistics, Inc. in July 2021. We developed an efficient and convenient logistics DX platform and aim to open the platform for other businesses to use in the future.
- The number of parcels related to Rakuten, such as Yu-Pack, grew steadily

Acquisition of parcels through JP Rakuten Logistics

- Established collaborative logistics sites with Rakuten Group and developed a joint delivery system and receiving service.
- We will securely capture the growth of Rakuten Ichiba and aim to secure the acceptance of Yu-Pack parcels.



Trends in Yu-Pack and other parcels related to Rakuten



- Collaboration with Yamato Group ①



- We concluded a basic agreement with Yamato Group to promote sustainable logistics services in June 2023
- In small, lightweight parcels, Nekopos handled by Yamato Transport, will be delivered through the Japan Post Co.'s delivery network in the form of the Kuroneko Yu-Packet service (starting in some regions from October 2023 and expanding nationwide by the end of FY2024)



410 million items were shipped in ** FY2022

> * 430 billion items of Yu-Packet were shipped in FY2022

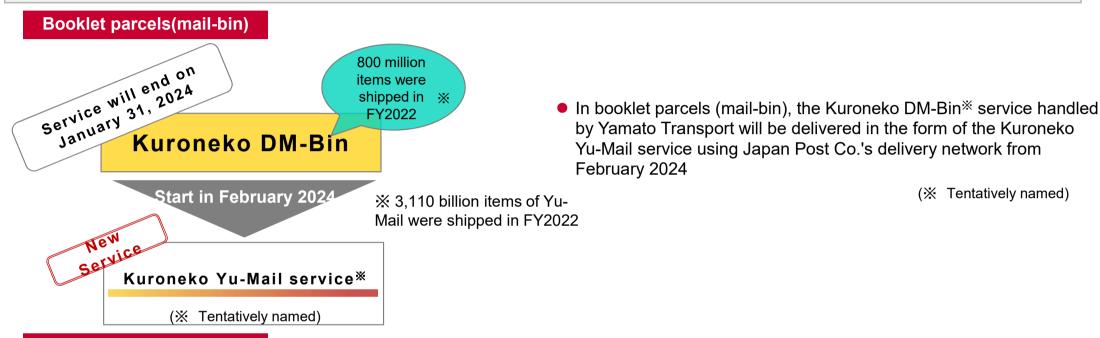


- Yamato Transport will be discontinuing its Nekopos service and, instead, deliveries will be performed in the form of the Kuroneko Yu-Packet service using Japan Post Co.'s delivery network. The new service will start in October 2023.
- Started receiving parcels in Hokkaido and 15 prefectures from October 1, 2023, ensuring stable business operations. (Regions: Hokkaido, Aomori, Iwate, Akita, Miyagi, Fukushima, Tochigi, Gunma, Niigata, Toyama, Ishikawa, Fukui, Yamanashi, Gifu, Aichi, Mie Prefectures)

- Collaboration with Yamato Group 2



■ In booklet parcels (mail-bin), the Kuroneko DM-Bin service handled by Yamato Transport will be delivered in the form of the Kuroneko Yu-Mail service using Japan Post Co.'s delivery network from February 2024



Reference: Scope of collaboration

• The two shaded products handled by Yamato Transport come under the scope of collaboration.

Dalissams made ad	Japan Post		Yamato Transport	
Delivery method	Service	Items shipped per year [※]	Service	Items shipped per year*
Post box drop-off	Yu-Mail	3,110 billion items	Kuroneko DM-Bin	800 million items
Post box drop-off	Yu-Packet	430 million items	Nekopos Service	410 million items
[Reference]				
Face-to-face delivery	Yu-Pack	550 million items	TA-Q-BIN	1,930 billion items
				(※ in FY2022)

-Considering the revision of postage rates



- Volume of mail items handled continues to decline due to the advance of digitalization
- Considering the revision of postage rates in light of the deteriorating profitability of postal services

Trend in operating income and net operating income of postal services (billions of Yen) (billions of Yen) 1,378.3 1,368.1 1,363.7 1,303.1 1,277.0 1.342.4 100 1200 80 900 60 45.5 37.6 600 40 24.0 12.8 300 7.8 20 (20)(40)FY16 FY18 FY19 FY21 ■Operating Income ■ Net Operating Income

Trend in volume of mail items handled



Track	k record of revisions in postage rates
Implementation	Outline
January 1994	 Revision of rates for first-class mail (letters), second-class mail (postcards), etc
	* First-class: standard mail (¥62 \rightarrow ¥80), second-class: standard postcards (¥41 \rightarrow ¥50)
April 2012	■ Review of discount rates (second-class advertising postcards)
April 2014	 Revision of rates for first-class mail (letters), second-class mail (postcards), etc. (Consumption tax 8%) * First-class: standard mail (¥80 → ¥82), second-class: standard postcards (¥50 → ¥52)
June 2016	 Review of discount rates (advertising mails, mail classes, special mail sent within the same postal area, etc.)
	Partial revision of international mail rates
June 2017	 Revision of rates for second-class mail (postcards) (excluding New Year's postcards) * Second-class: standard postcards (excluding New Year's postcards) (¥52 → ¥62)
	Revision of rates for nonstandard mail
November 2018	 Revision of New Year's postcard postage rates * Second-class: New Year's postcards (¥52 → ¥62)
October 2019	 Revision of rates for first-class mail (letters), second-class mail (postcards), etc. (Consumption tax 10%) * First-class: standard mail (¥82 → ¥84), second-class: standard postcards (¥62 → ¥63)
April 2022	■ Revision of rates for special mail within the same postal area, etc.
October 2022	 Revision of discount rates, rates for ID confirmation delivery service, and charge-on-delivery handling rates
October 2023	 Revision of fees for some special handling services such as registered mail

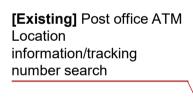
Post Office Business − **DX Promotion** ①



- The Group platform app, the Post Office App, was launched in October 2023
- We will gradually consolidate numerous Group apps and systematically organize customer data

Release of Post Office App

- Initially released in October 2023. Started the provision of services mainly centered on postal and logistics activities, such as sending and receiving, which are the most frequently used post office services.
- There are plans to expand its functions as a digital touchpoint for customers in the future.



[Existing] Creation of shipping labels
(Yu-Pack and Yu-Packet)

[New] Favorite registration (Post offices, post boxes, and ATMs)



The image of the App

[New]
Post box location search

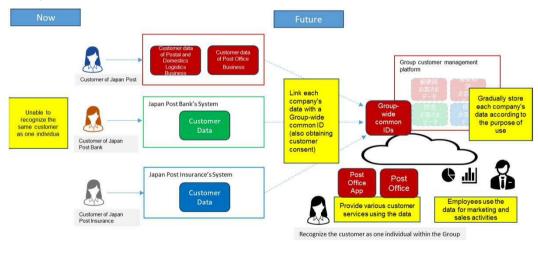
[New] Issuance of queuing tickets (*)

*Only at post offices equipped with digital ticket dispenser

[[Future] Collaboration with services other than Japan Post Co.

Group-wide common IDs and Group customer management platform

- Consolidate multiple IDs existing within the Group.
- By linking customer data managed in silos by each Group company with a Group-wide common ID, we aim to use data for planning, executing, and enhancing marketing measures, and creating new services
- Started considering the system and rules for handling customer personal information



The image of Group customer management platform

Post Office Business — DX Promotion 2



- Promote the digitalization of post office operations, such as cashless payments at post office counters and the establishment of online support systems.
- Introduce cashless payment at all directly-managed post office postal counters for the purpose of improving convenience.
- In addition, provide high-value added services that integrate real and digital by operating Financial Services Contact Center

Expansion of cashless payments

- Introduced cashless payment systems at postal counters to enhance customer convenience
- As of the end of September 2023, cashless payment systems have been introduced at all directly-managed post offices. We have also started to handle smartphone payments using 2D barcodes at approximately 1,700 simplified post offices.

Scope

- 1. Payments for merchandise such as catalogs and over-the-counter sales
- 2. Payments for postal charges or parcels (such as Yu-Pack and Yu-Mail)
- 3. Payments for items such as stamps, postcards, and Letter Packs (excluding revenue stamps)

DISA () DICB () DICCAR (



Brands of accepted payments

The shot of cashless payments

Financial Services Contact Center

- The Financial Services Contact Center aims to ensure that the same financial services are available at any post office (excluding simplified post offices) and it was established in October 2022 as a center that provides online guidance for investment trusts (Tsumitate NISA) and non-life insurances.
- Customers can consult with a specialized operator online using tablets available at directly-managed post offices.
- In July 2023, we expanded the number of post offices handling investment trusts from the current 1,800 to 4,000, and in September 2023, we expanded the number of post offices handling non-life insurances nationwide.





The shots of Financial Services Contact Center

Real Estate Business — Development based on the use and scales according to characteristics of the location



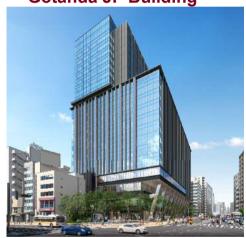
- We are planning to make investments amounting to approx. ¥500.0 billion in Group-owned real estate development projects and investment in non-group real estate over five years between the fiscal year ended March 31, 2022 and the fiscal year ending March 31, 2026.
- We own many properties located in areas favorable for development, such as central city districts and station-front areas in provincial cities, and positions some of its post offices and other properties across Japan as properties with development potential.
- Even when the functions of post offices are relocated, development will be performed in a manner that does not hinder the provision of universal services.
- We will consider development based on the use and scale according to characteristics of the location while taking into account contributions to the development of the surrounding community.

Azabudai Hills Mori JP Tower



Location	Part of Toranomon, Azabudai and Roppongi areas of Minato-ku, Tokyo
Site area	Approx. 24,100 m ²
Total floor area	Approx. 461,770 m ² (planned)
Uses	Residences, offices, shops, hotel, international school, central plaza, cultural facilities, etc.
Scale	64 floors above the ground level, 5 floors below, etc.
Construction completion	June 2023

Gotanda JP Building



Location	Gotanda, Shinagawa-ku, Tokyo	
Site area	Approx. 6,700 m ²	
Total floor area	Approx. 69,000 m ² (planned)	
Uses	Offices, hotel, multi-purpose halls, commercial facilities, etc.	
Scale	20 floors above the ground level and 3 floors below	
Construction completion (planned)	December 2023 (Planned)	

JP Tower Osaka (KITTE OSAKA)



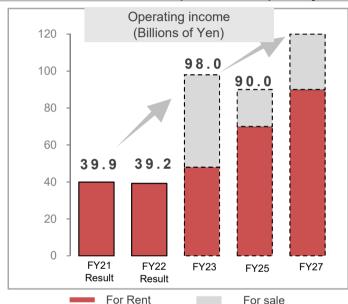
Location	Umeda, Kita-ku, Osaka City, Osaka
Site area	Approx. 12,920 m ²
Total floor area	Approx. 227,000 m ² (planned)
Uses	Offices, commercial facilities, hotel, theater
Scale	39 floors above the ground level and 3 floors below, and 2-story roof-top structure
Construction completion (planned)	March 2024 (Planned)

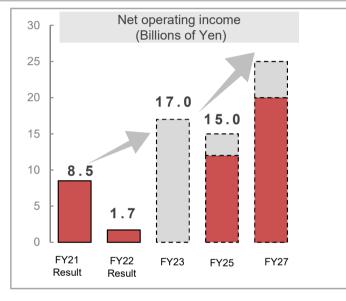
^{*} KITTE OSAKA is planned to go into operation in July 2024

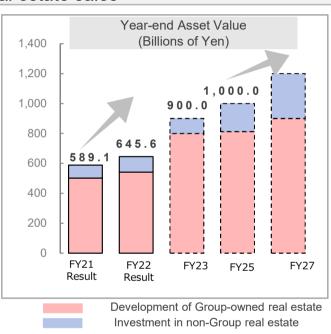
Real Estate Business — Goals and Policy



- We aim to make the real estate business one of the pillars of income by promoting the development of real estate held by the Group and investing in real estate outside the Group.
- We aim for operating income of ¥90.0 billion, net operating income of ¥15.0 billion, and year-end asset value of ¥1 trillion in FY2025.
- In FY2023, we expect a temporary increase in income and net income from the real estate sales







[Development Policy of the Group's Real Estate Business]

Group-owned Real Estate • From among the Japan Post Group's nationwide property portfolio worth ¥2,600 billion (book value), we select and develop post office and company housing properties in favorable locations such as inner-city districts and station-front areas of provincial cities.

 We implement the development (primarily for rental business to ensure continuous, stable revenue flow) for the use and on the scale that meet the specific circumstances such as of the local market and general locality, in consideration of its impact on our own core businesses and our potential contribution to the local urban development.

- We have been acquiring properties for rental business purposes (offices, residences, facility for the elderly, and logistics facilities, etc.), from which we can expect constant and stable revenue flow, in the three major metropolitan areas with a focus on central Tokyo and other major government-ordinance-designated cities.
- We make active real estate investment based on the overall consideration of the conditions including use, location and scale as well as the risks involved, with a view to expanding our real estate portfolio.

Non-Group Real Estate



Appendix



1 Financial Highlights for the Six Months Ended September 30, 2023

- A) Japan Post Co. (consolidated) Postal and Domestic Logistics Business: Financial Highlights
- B) Japan Post Co. (consolidated) Post Office Business: Financial Highlights
- C) Japan Post Co. (consolidated) International Logistics Business : Financial Highlights
- D) Japan Post Co. (Consolidated): Financial Highlights
- E) Japan Post Bank(Consolidated): Financial Highlights
- F) Japan Post Bank (Non-consolidated): Net Interest Income, etc.
- G) Japan Post Bank (Non-consolidated): Status of Investment Assets
- H) Japan Post Insurance (Consolidated): Financial Highlights
- I) Japan Post Insurance (Consolidated): Status of Insurance Policies
- J) Japan Post Insurance (Consolidated): Status of Investment Assets
- K) [Appendix] Japan Post Holdings : Organization Chart
- L) [Appendix] Status of the Real Estate Business
- M) [Appendix] Japan Post Co. (Consolidated) Quarterly Consolidated Statements of Income



2 Initiatives to Improve and Strengthen Our Group

- A) Medium-term Management Plan "J P Vision 2025"
- B) Improving and Strengthening the Group's Core Businesses Growth Strategy of Domestic Logistics Business
- C) Improving and Strengthening the Group's Core Businesses Regulations Pertaining to the Postal Act.
- Improving and Strengthening the Group's Core Businesses Growth Strategy of Domestic Logistics Business
- E) DX Promotion Schedule , Data-driven postal and logistics business reform
- F) Enhancement and Strengthening Properties in Operation, Projects under Development or Those Earmarked for Potential Development
- G) Improving and Strengthening the Group's Core Businesses Growth Strategy of International Logistics Business

3 Capital Policy

- A) Transformation of Our Business Portfolio (Plan to use the Proceeds)
- B) Stable and High-level Shareholder Returns
- C) Track Record of Share Repurchases

1-A Japan Post Co. (Consolidated) [Postal and Domestic Logistics Business]: Financial Results



(Volume of items handled in millions)

Yu-Pack (Note1)

– Yu-Mail

Mail

(six months ended September 30)

change

(34.4)

(44.4)

8,184

486

1,347

6.351

2023

(6.2)

- The volume of items handled decreased by 4.7% in total year-on-year. Mail decreased by 3.4% and Yu-Mail decreased by 12.3%. Yu-Pack (Note1) increased by 1.7% year-on-year (including an increase of 5.1% in Yu-Packet), due to an increase in the volume of Yu-Packet handled
- Operating income decreased by ¥34.4 billion year-on-year (a decrease of 3.5% year-on-year) due mainly to lower volumes of mail and Yu-Mail handled.
- Net operating loss of ¥50.7 billion was recorded (loss increased by ¥44.4 billion from net operating loss of ¥6.2 billion in the same period of the previous fiscal year), with an increase in operating expenses of ¥10.0 billion year-on-year (an increase of 1.0% year-on-year), due mainly to increases in personnel expenses and collection, transport and delivery outsourcing expenses, despite cost control initiatives and other measures.

9.000

8.000

7,000

6,000

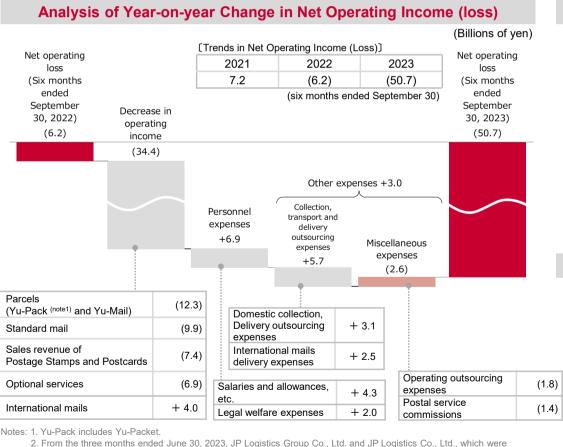
8.729

491

1.582

6.655

2021



(Billions of yen) For the six For the six Year-on-vear months ended months ended Sept. 30, 2023 Sept. 30, 2022 976.0 Operating income 941.5

(1.6%)

(2.8%)

(2.9%)

(1.2%)

982.2 992.3 + 10.0Operating expenses Personnel expenses 622.6 615.7 +69 369.6 366.5 +3.0Other expenses

(50.7)

Trends in Volume of Items Handled

8.592

478

1.537

6.578

2022

Results of Operations for the Six Months Ended September 30, 2023

(4.7 %)

+1.7 %

(12.3%)

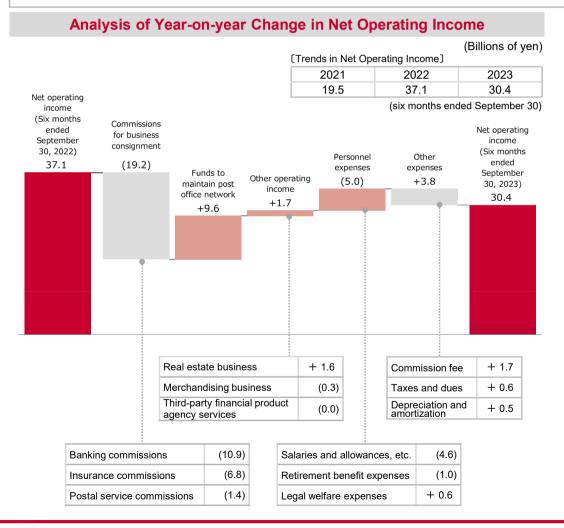
(3.4%)

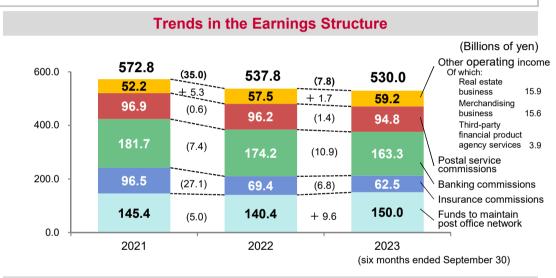
previously included in the "International Logistics Business," have been reclassified as part of the "Postal and Domestic Net operating loss Logistics Business," and the figures for the same period of the previous fiscal year have been adjusted accordingly

1-B Japan Post Co. (Consolidated) [Post Office Business]:Financial Results



- Operating income decreased by ¥7.8 billion year-on-year (a decrease of 1.5% year-on-year), with a continuing decrease in banking commissions and insurance commissions, despite an increase in income from the real estate business due to a rise in rental income from existing properties.
- Net operating income decreased by ¥6.7 billion year-on-year (a decrease of 18.1% year-on-year), as operating expenses decreased by ¥1.1 billion year-on-year (a decrease of 0.2% year-on-year) with a rise in other expenses due mainly to tax on real estate acquisition associated with the completion of real estate development properties, despite a decrease in personnel expenses.





Results of Operations for the Six Months Ended September 30, 2023

(Billions of ven)

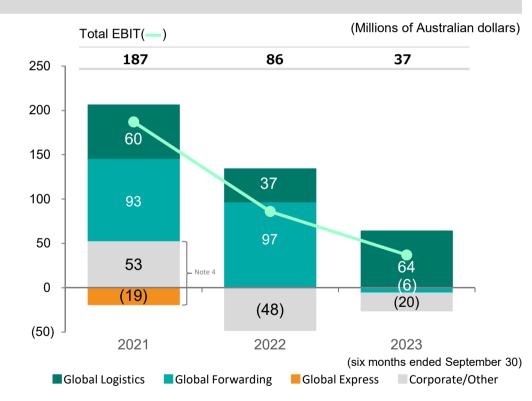
			(= , ,	
		For the six months ended Sept. 30, 2023	For the six months ended Sept. 30, 2022	Year-on-year change
Operating income		530.0	537.8	(7.8)
Operating	expenses	499.5	500.6	(1.1)
Persor	nel expenses	356.8	361.9	(5.0)
Other 6	expenses	142.6	138.7	+ 3.8
Net opera	ting income	30.4	37.1	(6.7)

1-C Japan Post Co. (Consolidated) [International Logistics Business]: Financial Results



- Operating income decreased by A\$851 million year-on-year (a decrease of 27.2% year-on-year), due partly to a fall in cargo rates in the Global Forwarding business, despite securing income in the Global Logistics business on par with the same period of the previous fiscal year.
- Operating expenses decreased by A\$801 million year-on-year (a decrease of 26.3% year-on-year) overall due to a decrease in expenses in the Global Forwarding business commensurate with lower income and cost reductions in the Global Logistics business, but this was not enough to offset the decline in operating income, and net operating income (EBIT) declined by A\$49 million year-on-year (a decrease of 57.1% year-on-year).

Trends in Net Operating Income (EBIT)



Results of Operations for the Six Months Ended September 30, 2023

(Millions of Australian dollars) [Billions of yen]

		For the six months ended Sept. 30, 2023	For the six months ended Sept. 30, 2022	Year-on-year change
Operating income		2,284	3,136	(851)
(revenue)		[213.0]	[293.4]	[(80.4)]
Operating expenses		2,247	3,049	(801)
		[209.5]	[285.2]	[(75.7)]
	Personnel	662	698	(36)
	expenses	[61.7]	[65.3]	[(3.5)]
	Other	1,584	2,350	(765)
	expenses	[147.7]	[219.9]	[(72.1)]
Net operating		37	86	(49)
income (EBIT)		[3.4]	[8.1]	[(4.6)]

Notes: 1. For the six months ended September 30, 2021, operating income (revenue), operating expenses and net operating income (EBIT) are the total amounts for Toll, JP Logistics Group Co., Ltd. and JP Logistics Co., Ltd. For the six months ended September 30, 2023 and 2022, operating income (revenue), operating expenses and net operating income (EBIT) are the amounts for Toll only, as JP Logistics Group Co., Ltd. and JP Logistics Co., Ltd. have been reclassified as part of the "Postal and Domestic Logistics Business" from the three months ended June 30, 2023.

^{2.} Figures for the six months ended September 30, 2021 in the above graph have been reclassified due to a partial reclassification of businesses between segments from segment from the three months ended June 30, 2022 (total amounts are unchanged).

^{3.} Figures in square brackets are presented in billions of yen (Average exchange rate for the six months ended September 30, 2023: ¥93.22 to A\$1.00 and for the six months ended September 30, 2022: ¥93.55 to A\$1.00).

^{4.} Depreciation and amortization that have been suspended based on IFRS are recorded in operating income (EBIT) for the Global Express business for the six months ended September 30, 2021 (the effect of this is offset through Corporate/Other).

1-D Japan Post Co. (Consolidated): Financial Highlights



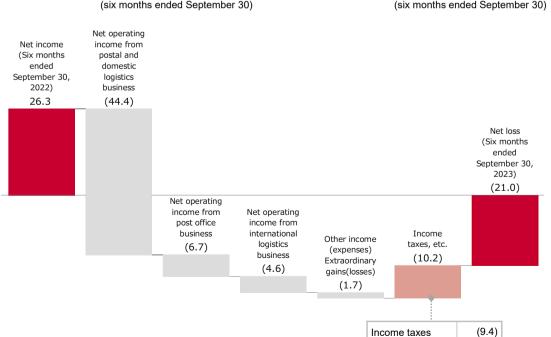
- Operating income decreased by ¥121.6 billion year-on-year (a decrease of 7.2% year-on-year, including a decrease of ¥1.0 billion attributable to the effect of exchange rate fluctuations).
- Net operating income decreased in all three businesses (loss increased in the postal and domestic logistics business) and an overall net operating loss of ¥20.1 billion was recorded (a decrease of ¥55.2 billion from net operating income of ¥35.0 billion in the same period of the previous fiscal year).
- Net ordinary loss of ¥22.9 billion (a decrease of ¥57.7 billion from net ordinary income of ¥34.7 billion in the same period of the previous fiscal year) and net loss of ¥21.0 billion (a decrease of ¥47.4 billion from net income of ¥26.3 billion in the same period of the previous fiscal year) were also recorded.

Analysis of Year-on-year Change in Net Income (Loss)

(Billions of yen)

38.5 35.0 (20.1)				
2021	2022	2023		
[I rends in Net Operating Income (Loss)]				

	[Trends in Net Income (Loss)]				
	2021	2022	2023		
	6.4	26.3	(21.0)		
(aix months anded Contember 2					



Note: JP Logistics Group Co., Ltd. and JP Logistics Co., Ltd. have been reclassified from the "International Logistics Business" to the "Postal and Domestic Logistics Business" from the three months ended June 30, 2023. Figures for the same period of the previous fiscal year have also been adjusted to reflect this new classification.

Results of Operations for the Six Months Ended September 30, 2023

(Billions of yen)

		(Billions of yell)	
	For the six months ended Sept. 30, 2023	For the six months ended Sept. 30, 2022	Year-on-year change
Operating income	1,579.8	1,701.5	(121.6)
Operating expenses	1,600.0	1,666.4	(66.4)
Personnel expenses	1,041.3	1,042.9	(1.6)
Other expenses	558.6	623.5	(64.8)
Net operating income (loss)	(20.1)	35.0	(55.2)
Net ordinary income (loss)	(22.9)	34.7	(57.7)
Extraordinary gains	traordinary gains 6.4		+ 0.7
Income (loss) before income taxes	116.6\		(56.9)
Net income (loss)	(21.0)	26.3	(47.4)

1-E Japan Post Bank (Consolidated): Financial Highlights



Consolidated Results of Operations for the Six Months Ended September 30, 2023

(Billions of yen)

		(Billions of you)				
		For the six m	Year-on-year			
		Sept. 30, 2023	Sept. 30, 2022	change		
Consolidated gross operating profit		377.7	576.3	(198.5)		
Net interest income		337.9	429.9	(91.9)		
Net fees and commiss	sions	77.5	75.0	+ 2.4		
Net other operating income		(37.7)	71.3	(109.0)		
Gains (losses) on fore exchanges	ign	(23.8)	51.8	(75.7)		
Gains (losses) on Jap government bonds, et		(13.9)	19.3	(33.3)		
General and administrative expenses (excludes non-recurring	e losses)	467.6	466.0	+ 1.5		
Provision for general rese for possible loan losses			(0.0)	+ 0.0		
Consolidated net operatin profit (loss)			Consolidated net operating profit (loss)		110.2	(200.1)
Non-recurring gains (losses)		343.6	109.8	+ 233.7		
Net ordinary income		253.8	220.1	+ 33.6		
Net income		182.1	158.6	+ 23.5		

Overview

- Consolidated gross operating profit Net interest income decreased by ¥91.9 billion year-on-year, primarily due to an increase in foreign currency funding costs. Net fees and commissions increased by ¥2.4 billion year-on-year. Net other operating income decreased by ¥109.0 billion year-on-year, due to a decrease in gains (losses) on Japanese government bonds, etc. and a decrease in gains (losses) on foreign exchanges.
- General and administrative expenses Increased by ¥1.5 billion year-on-year due to an increase in nonpersonnel expenses.
- Non-recurring gains (losses)
 Increased by ¥233.7 billion year-on-year due to an increase in gain on sales associated with risk adjustment operations for stocks, as well as a boost in income from private equity funds and real estate funds.
- Net income
 Achieved 54.3% of the full-year results forecast of ¥335.0 billion.

(Reference (Note)) (%)

	As	of	Change	
	Sept. 30, 2023	Sept. 30, 2022	Change	
ROE (Shareholders' equity basis)	3.85	3.36	+ 0.48	
OHR (Including net gains and losses on money held in trust, etc.)	65.07	68.14	(3.06)	

Note: Based on the calculation method used for financial targets under the (Japan Post Bank) Medium-Term Management Plan (fiscal years ending March 31, 2022 - 2026):

ROE = net income / [(shareholders' equity at beginning of period + shareholders' equity at end of period) / 2] x 100

OHR = general and administrative expenses / (net interest income, etc. + net fees and commissions) x 100

Net interest income, etc. refers to interest income after deducting interest expenses (including gains and loss on sales, etc.)

ROE and OHR are calculated based on the figures as of the period ended September 30, 2023, and do not represent indicators for the fiscal year ending March 31, 2024.

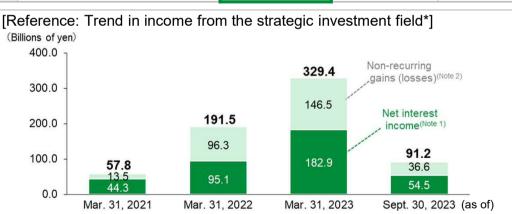
1-F Japan Post Bank (Non-consolidated): Net Interest Income, etc.



Net Interest Income

(Billions of ven)

			For the six m	onths ended	Year-on-year
			Sept. 30, 2023	Sept. 30, 2022	change
Net interest income		nterest income	337.5	429.7	(92.1)
	Interest income		677.6	611.0	+ 66.5
		Interest income on Japanese government bonds	92.9	130.5	(37.5)
		Interest income on foreign securities	539.5	442.8	+ 96.7
		Strategic investment field (Note 1)	54.5	100.3	(45.7)
	Interest expenses		340.0	181.2	+ 158.7



◆ Income from the strategic investment field contributes to non-recurring gains (losses) in addition to net interest income.

Notes: 1. Net interest income includes income associated with PE (profit distributions), real estate funds

2. Non-recurring gains (losses) include income associated with PE (gains (losses) on redemption), real estate funds (equity/debt), etc.

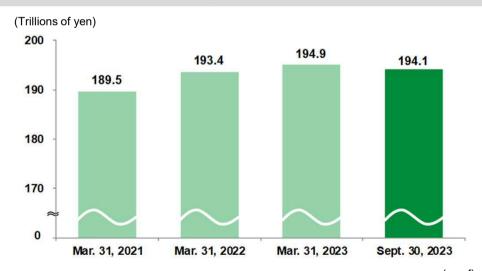
Net Fees and Commissions

(Billions of yen)

		For the six m	Year-on-year	
		Sept. 30, 2023	Sept. 30, 2022	change
Net fees and commissions relating to		76.8	74.2	+ 2.5
	Exchange and settlement transactions	45.5	46.4	(0.8)
	ATMs	18.6	16.6	+ 2.0
	Investment trusts (Note 3)	5.9	6.1	(0.1)
	Others	6.6	5.1	+ 1.4

Note 3: Includes Yucho Fund Wrap (discretionary investment service)

Deposit Balance

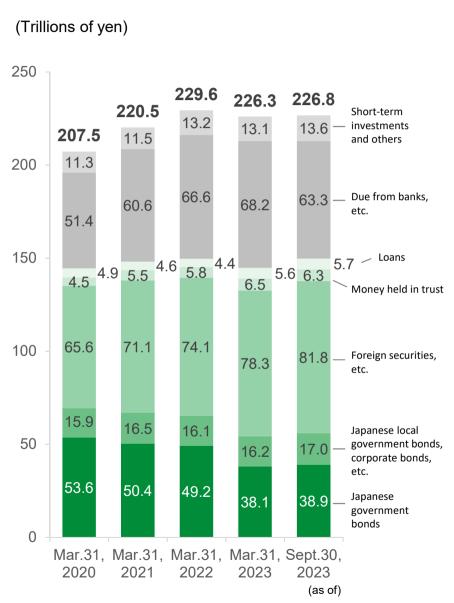


^{*} The strategic investment field includes private equity funds (PE), real estate funds (equity/debt), direct lending funds, infrastructure debt funds, etc.

1-G Japan Post Bank (Non-consolidated): Status of Investment Assets JAPAN POST HOLDINGS



(Billions of ven)



				(L	sillions of yen)
	As of Sept. 30, 2023	Composition ratio (%)	As of Mar. 31, 2023	Composition ratio (%)	Change
Securities	137,740.6	60.7	132,769.4	58.6	+ 4,971.2
Japanese government bonds	38,904.5	17.1	38,114.7	16.8	+ 789.8
Japanese local government bonds, corporate bonds, etc. ^(Note 1)	17,001.0	7.4	16,297.4	7.1	+ 703.5
Foreign securities, etc.	81,835.1	36.0	78,357.2	34.6	+ 3,477.8
Foreign bonds	27,973.2	12.3	26,139.0	11.5	+ 1,834.2
Investment trusts ^(Note 2)	53,740.2	23.6	52,110.2	23.0	+ 1,630.0
Money held in trust	6,314.9	2.7	6,564.7	2.8	(249.8)
Domestic stocks	1,471.4	0.6	1,857.6	0.8	(386.1)
Loans	5,750.9	2.5	5,604.3	2.4	+ 146.5
Due from banks, etc.(Note 3)	63,381.6	27.9	68,283.5	30.1	(4,901.9)
Short-term investments and others ^(Note 4)	13,618.8	6.0	13,158.3	5.8	+ 460.4
Total investment assets	226,806.9	100.0	226,380.4	100.0	+ 426.5

Notes: 1. "Japanese local government bonds, corporate bonds, etc." consists of Japanese local government bonds, commercial paper, Japanese corporate bonds and Japanese stocks.

^{2.} The major investment target in "Investment trusts" is foreign bonds, including private equity funds, etc.

^{3. &}quot;Due from banks, etc." consists of negotiable certificates of deposit, Bank of Japan deposits and monetary claims bought.

^{4. &}quot;Short-term investments and others" consists of call loans and receivables under resale agreements, etc

1-H Japan Post Insurance (Consolidated): Financial Highlights



Results of Operations for the Six Months Ended September 30, 2023

(Billions of yen)

	(Dillions of yen)		
	For the six m	onths ended	Year-on-year
	Sept. 30, 2023	Sept. 30, 2022	change
Ordinary income	3,113.9	3,202.4	(88.4)
Ordinary expenses	3,014.6	3,167.9	(153.2)
Ordinary profit	99.3	34.5	+ 64.7
Extraordinary gains	7.0	81.2	(74.2)
Reversal of reserve for price fluctuations ^(Note 1)	7.0	81.4	(74.3)
Provision for reserve for policyholder dividends	34.4	27.1	+ 7.2
Net income	50.4		+ 2.1
Annualized premiums from			
new policies (individual insurance)	45.2	32.7	+ 12.4

	As	of	Chango	
	Sept. 30, 2023	Mar. 31, 2023	Change	
Annualized premiums from policies in force (individual insurance) ^(Note 2)	3,078.7	3,217.6	(138.9)	

- Notes: 1. Positive figures indicate net reversals and negative figures (in parentheses) indicate net provisions.
 - Policies in force for individual insurance include those for Postal Life Insurance Policies, which show contracts reinsured by Japan Post Insurance from the Organization for Postal Savings, Postal Life insurance and Post Office Network.
 - 3. Please refer to "Status of Insurance Policies" on page 10 for annualized premiums from new policies and policies in force for medical care.

Overview

- Core profit increased due mainly to a decrease in insurance payments associated with COVID-19. In addition, net capital gains (losses) improved substantially. As a result, ordinary profit (consolidated) increased by ¥64.7 billion year-on-year to ¥99.3 billion
- Net capital gains (losses) (excluding gains on cancellation of investment trusts) were neutralized through the reserve for price fluctuations. As a result, net income increased by ¥2.1 billion yearon-year to ¥50.4 billion.
- Annualized premiums from new policies increased compared with the same period of the previous fiscal year for both individual insurance and medical care. (Note 3)
- Annualized premiums from policies in force decreased compared with the end of the previous fiscal year for both individual insurance and medical care. (Notes 2 and 3)

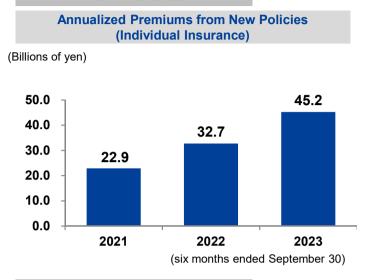
(Reference) Ordinary profit (Non-consolidated)

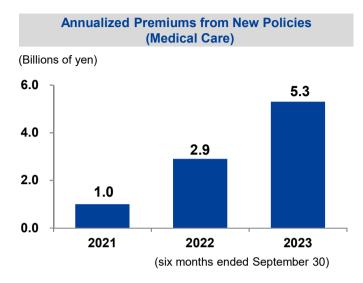
(Billions of yen)

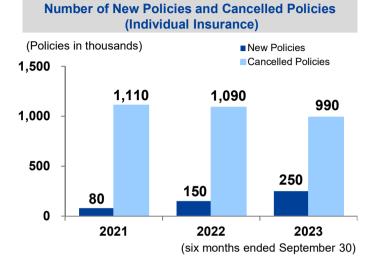
	For the six m	Year-on-year	
	Sept. 30, 2023	Sept. 30, 2022	change
Core profit	131.7	104.6	+ 27.1
Net capital gains (losses)	5.7	(72.1)	+ 77.9
Non-recurring gains (losses)	(37.2)	1.5	(38.8)
Ordinary profit	100.2	33.9	+ 66.2

1-I Japan Post Insurance (Consolidated): Status of Insurance Policies JAPAN POST HOLDINGS





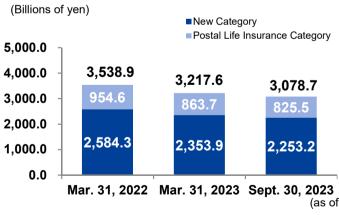


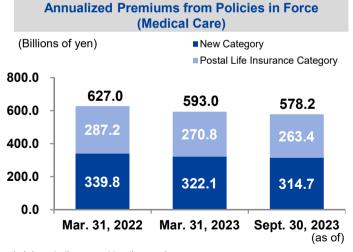


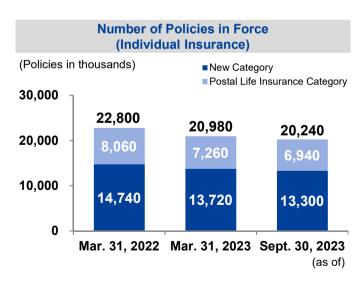
Policies in Force

New Policies

Annualized Premiums from Policies in Force (Individual Insurance)







Notes: 1. Figures less than ¥0.1 billion are rounded down, and number of policies is rounded down to the nearest ten thousand.

- 2. Annualized premiums are calculated by multiplying the amount of a single premium installment payment by a multiplier determined according to the relevant payment method to arrive at a single annualized amount. For lump-sum payments, annualized premiums are calculated by dividing the total premium by the insured period.
- Annualized premiums for individual insurance include those for medical care. Annualized premiums for medical care are the total of those for individual insurance and individual annuity insurance.
- 3. "New Category" shows individual insurance policies underwritten by Japan Post Insurance. "Postal Life Insurance Category" shows Postal Life Insurance Policies reinsured by Japan Post Insurance from the Organization for Postal Savings, Postal Life Insurance and Post Office Network.
- 4. Extinguished policies are policies that have been extinguished due to death, expiration, cancellation, loss of effect, or other cause, and include both "New Category" and "Postal Life Insurance Category."

1-J Japan Post Insurance (Consolidated): Status of Investment Assets JAPAN POST HOLDINGS



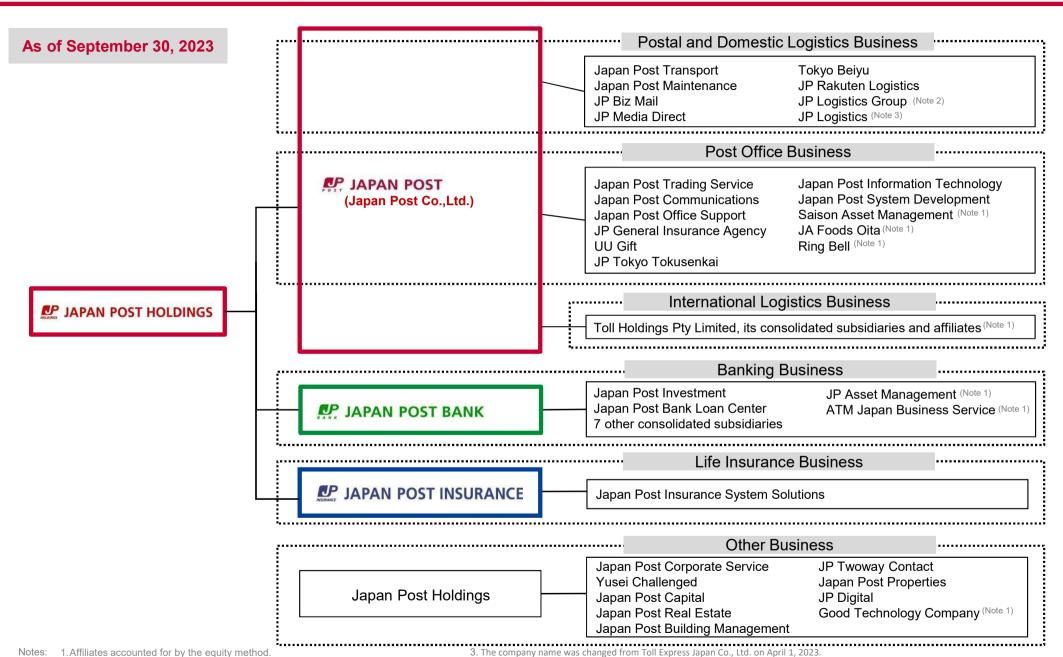
(Billions of yen)

(Trillio	ons of y	en)			
	71.6	70.1	27 4		
	7.0	5.7	67.1	62.6	
60	5.6	4.9	4.9	4.4	61.5
60 -	3.0	4.1	4.2	3.6	3.9 — Others 3.5 — Loans
		1.9 4.6 0.4	4.5 1.9 4.3	4.7	5.3 Money held in trust Other securities
40 -	6.7	5.5	4.8	4.2 3.4	4.1 Japanese stocks
					Japanese corporate bonds Japanese local government bonds
20 -	36.7	37.3	37.4	37.1	36.7 — Japanese government bonds
0 -	Mar.31,	, Mar.31, N 2021	/lar.31, N 2022	/Jar.31, S 2023	Sept.30, 2023
					(as of)

		As of Sept. 30, 2023	Composition ratio (%)	As of Mar. 31, 2023	Composition ratio (%)	Change
S	ecurities	48,709.2	79.1	49,841.4	79.5	(1,132.2)
	Japanese government bonds	36,762.2	59.7	37,114.6	59.2	(352.3)
	Japanese local government bonds	2,990.5	4.9	3,400.1	5.4	(409.6)
	Japanese corporate bonds	4,116.0	6.7	4,228.9	6.7	(112.9)
	Japanese stocks	469.6	0.8	409.1	0.7	+ 60.5
	Foreign securities	2,559.5	4.2	2,949.2	4.7	(389.6)
	Other securities	1,811.2	2.9	1,739.4	2.8	+ 71.7
M	oney held in trust	5,376.3	8.7	4,772.3	7.6	+ 604.0
	Domestic stocks	2,563.8	4.2	2,288.0	3.6	+ 275.7
L	oans	3,571.4	5.8	3,605.8	5.8	(34.3)
0	thers	3,928.3	6.4	4,467.7	7.1	(539.3)
T	otal assets	61,585.4	100.0	62,687.3	100.0	(1,101.9)

1-K [Appendix] Japan Post Holdings: Organization Chart





1. Anniates accounted for by the equity method.

^{2.} The company name was changed from JP Toll Logistics Co., Ltd. on April 1, 2023.

1-L [Appendix] Status of the Real Estate Business



Summary of Initiatives in the Six Months Ended September 30, 2023

Azabudai Hills Mori JP Tower (construction completed in June 2023)

Project organizer: Toranomon-Azabudai District Urban Redevelopment Association (Members: Mori Building Co., Ltd., Japan Post Co.)

- Embodies the Vertical Garden City concept of concentrating diverse urban functions
- Mixed-use skyscraper standing 330 meters high Extensive office space with a total rental area of approx. 204,000m² and standard floor areas of approx. 4,600m²
- Features include central Tokyo's largest international school and extensive retail facilities accommodating a wide variety of shops and restaurants
- The two pillars of "Green" and "Wellness" support the Azabudai Hills concept of a Modern Urban Village with a huge open space filled with lush greenery that brings people close together



Financial Results for the Real Estate Business (Approximate)

i maneral results is the result Details (Approximate)					
	For the six months ended Sept. 30, 2023	For the six months ended Sept. 30, 2022	Year-on-year change	(Billions of yen) Main factors resulting in change	
Operating income	22.0	19.3	+ 2.7		
Japan Post Co.	16.4	14.7	+ 1.6	Increase in office building occupancy rates	
Japan Post Real Estate	3.6	2.7	+ 0.9	Increase due to the completion of properties for rent	
Japan Post Building Management	1.4	1.1	+ 0.2		
Japan Post Properties	1.5	1.6	(0.0)		
Operating expenses	23.6	17.6	+ 6.0	One-off increase in expenses (real estate acquisition tax, etc.) due to the completion of properties	
Net operating income (loss)	(1.6)	1.7	(3.3)		

- The figures presented on the left are Group-wide totals representing combined totals for the real estate business of Japan Post Co., Japan Post Real Estate, Japan Post Building Management, and Japan Post Properties, and are not based on the reportable segments classified in accordance with accounting standards for segment information.
- The figures presented on the left are estimates for management accounting purposes, and differ from reported financial results.

1-M Japan Post Co. (Consolidated): Quarterly Consolidated Statements of Income



(Billions of ven)

							(Billions of yen)
		For the three-month period from Apr. to Jun. 2023	For the three-month period from Apr. to Jun. 2022	Year-on-year change	For the three-month period from Jul. to Sep. 2023	For the three-month period from Jul. to Sep. 2022	Year-on-year change
Japan Post Co. (Consolidated)	Operating income	801.4	853.5	(52.1)	778.4	847.9	(69.5)
	Operating expenses	791.8	826.8	(34.9)	808.2	839.6	(31.4)
	Personnel expenses	520.0	520.6	(0.5)	521.2	522.3	(1.1)
	Other expenses	271.7	306.2	(34.4)	286.9	317.3	(30.3)
	Net operating income (loss)	9.6	26.7	(17.1)	(29.8)	8.2	(38.0)
					-		
Postal and Domestic Logistics Business	Operating income	482.9	489.5	(6.5)	458.6	486.4	(27.8)
	Operating expenses	489.9	485.5	+ 4.4	502.3	496.7	+ 5.6
	Personnel expenses	309.3	307.8	+ 1.4	313.3	307.8	+ 5.5
	Other expenses	180.5	177.6	+ 2.9	189.0	188.9	+ 0.1
	Net operating income (loss)	(6.9)	4.0	(11.0)	(43.7)	(10.2)	(33.4)
Post Office Business	Operating income	267.7	269.6	(1.8)	262.3	268.2	(5.9)
	Operating expenses	250.3	248.8	+ 1.4	249.2	251.8	(2.6)
	Personnel expenses	179.7	180.5	(8.0)	177.1	181.3	(4.2)
	Other expenses	70.5	68.2	+ 2.2	72.0	70.4	+ 1.6
	Net operating income	17.3	20.7	(3.3)	13.0	16.4	(3.3)
International Logistics Business	Operating income	103.5	147.1	(43.6)	109.4	146.3	(36.8)
	Operating expenses	102.6	143.0	(40.3)	106.8	142.2	(35.3)
	Personnel expenses	30.9	32.1	(1.1)	30.8	33.2	(2.3)
	Other expenses	71.7	110.9	(39.1)	76.0	108.9	(32.9)
	Net operating income (loss)	0.8	4.0	(3.2)	2.6	4.0	(1.4)

Notes: 1. Figures for the international logistics business for the three-month period from July to September are calculated by subtracting the figures in billions of yen for the three months ended June (translated by the average exchange rate for the corresponding three months) from the figures in billions of yen for the six months ended September (translated by the average exchange rate for the corresponding six months).

^{2.} JP Logistics Group Co., Ltd. and JP Logistics Co., Ltd. have been reclassified from the "International Logistics Business" to the "Postal and Domestic Logistics Business" from the three-month period from April to June 2023. Figures for the same period of the previous fiscal year have also been adjusted to reflect this new classification.

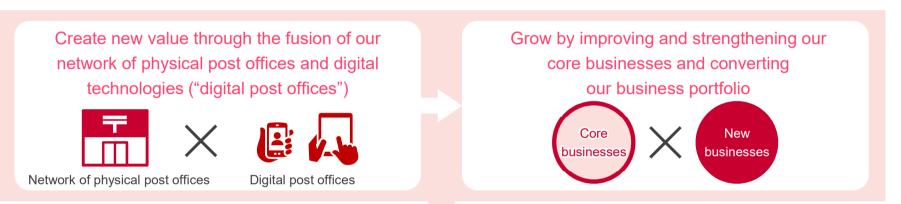


2-A Medium-term Management Plan "J P Vision 2025" —Vision of the Japan Post Group



Vision of the Japan Post Group

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



A "Co-creation Platform" to support customers and local communities

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

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



2-A Medium-term Management Plan "J P Vision 2025"

Targets



Japan Post Group **Financial Targets ESG Targets** To build a sustainable society, the Group will provide lifelong support in an * Includes consolidated net income attributable to era where anyone can live to 100, and contribute to the development and Consolidated net income 510 billion ven noncontrolling interests (interests other than the revitalization of regional communities all over Japan. parent company, Japan Post Holdings) Greenhouse Gas Emissions Consolidated net income * Assuming an approx. 89% stake in Japan Post Bank, 280 billion ven attributable to Japan Post Holdings we aim to achieve a net income of 420 billion ven 46% reduction by FY2030 (compared to FY2019) (*1,2) ROE (based on Approx. 4% shareholders' equity) (Aiming for further improvement in future) Aiming to achieve carbon neutral by FY2050 (*2) Women in Management Roles Stable issue of annual dividend Dividend policy Ratio of women in management positions at our Head Office: of 50 yen per share 30% by FY2030% (*3,4)

Financial Targets (*) Calculated on the assumption of a 50% stake in Japan Post Bank and a 49.9% stake in Japan Post Insurance. Japan Post Insurance resolved at a meeting of its Board of Directors on May 14, 2021 to acquire treasury stock through ToSTNeT-3, and Japan Post Insurance. Holdings resolved at a meeting of its Board of Directors on the same day to sell its shares corresponding to that treasury stock acquisition and to establish an equity disposal trust. Accordingly, the Company's stake in Japan Post Insurance is assumed at 49.9%. ESG Targets (*1) Includes Scope 1 (direct emissions from our companies) and Scope 2 (emissions from the use of electricity, etc. supplied by other companies) emissions. Increases due to new businesses, including real estate business, are not included.

- (*2) The achievement of these targets assumes that Japan will become carbon neutral to a considerable degree through the widespread adoption of renewable energy, etc. The Group will assist the push toward carbon neutral societies in both Japan and the rest of
- (*3) The figure is the percentage of 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 FY2030.
- (*4) The Group will also work to improve the work environment and train human resources to boost the number of employees pursuing management and executive positions thereby increasing the number of women in management positions in locations other than

Japan Post Co. Consolidated net operating income 49 billion yen Consolidated net income 22 billion yen Operating income Postal and domestic logistics business 33 billion yen Post office business 5 billion ven International logistics business 12 billion yen Revenue from package delivery, etc. 890 billion yen Number of Yu-Pack handled 1.360 million

Japan Post Bank

Consolidated net income at least 350 billion ven ROE (based on shareholders' equity) at least 3.6%

Capital adequacy ratio/CET1 ratio*1 (level to be secured)

66% or less

approx. 10%

Down 55 billion yen

(based on inclusion of profit/loss, etc. from money trust

management)

OHR*2

General and administrative expenses

(compared to FY2020)

Targeting the level of approximately 50 to 60% payout ratio and aiming to increase DPS from the initial forecast in FY 2021 (Please refer to JPB's Midterm Management Plan for the detail)

X1 The capital adequacy ratio based on the domestic standard and the CET1 ratio based on the international standard. (Basel III totally implemented, ordinary base excluding net unrealized gains on available-for-sale securities) *2 Costs ÷ (net interest income + income from fees and commissions, etc.)

Japan Post Insurance

Consolidated net income EV growth ratio (RoEV*3)

91 billion ven Aim for 6% to 8% growth

Customer satisfaction NPS® *4

Aim for 90% or more Aim for One of the highest

Number of policies in force

in the industry 20 million or more policies

Dividends per share (DPS)

In principle aim not to decrease but to increase dividend per share for the period of the Medium-term Management plan

*3 Calculated by excluding economic variance factors

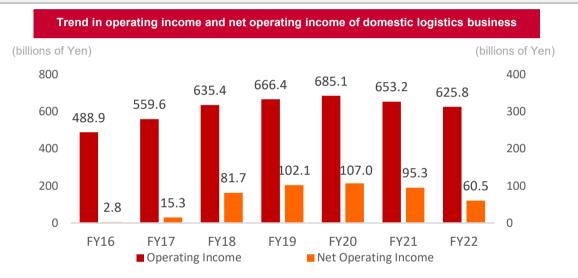
*4 NPS® is an abbreviation for "Net Promoter Score" and a registered trademark of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc.

2-B Improving and Strengthening the Group's Core Businesses

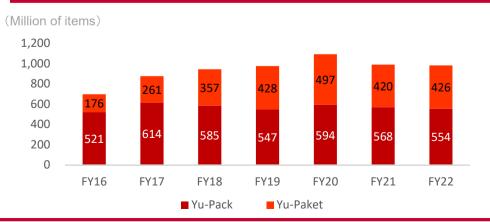
Domestic Logistics Business



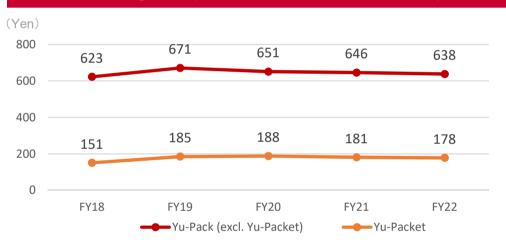
- Due to a challenging competitive environment, volume of mail items handled in FY2022 remained flat
 - → Aiming for an increase in volume through collaboration with companies outside the Group. The first half of FY2023 shifted to an increase year on year (a cumulative increase of 1.7% at the end of September)
- The average unit price of Yu-Pack has been declining since the price hike in 2019
 - → A rate revision has been implemented in October 2023 in response to inflation



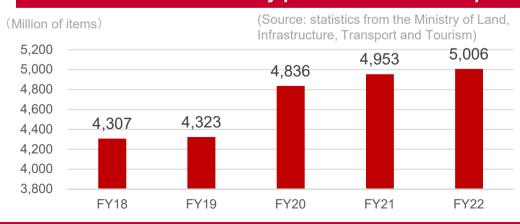




Trend in average unit price of Yu-Pack and Yu-Packet parcels



Trend in number of delivery parcels handled in Japan



2-B Improving and Strengthening the Group's Core Businesses — Growth Strategy of Domestic Logistic Business



Increase parcel income through

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

Measures to appropriately reflect service costs in our prices

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

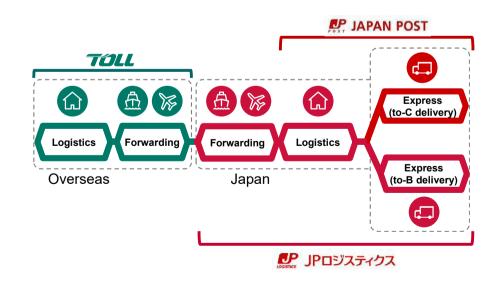
Cooperation with other companies

- We have collaborated with Rakuten Group, and at JP Rakuten Logistics, we built an efficient delivery network and opened new warehouse locations
- We utilize a joint delivery network through collaboration with Yamato Group and Sagawa Express.

Customer home Rakuten Group Yamato Transport Sagawa Express Customer home

Expansion of B-to-B business

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





Regulations pertaining to the postal charges

Postal charges (Article 3 of the Postal Act)

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

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

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

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

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

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

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

Universal service level in postal services

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

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

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

[Establishment of post office]

Acceptance

Delivery

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

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

[5 days a week delivery, with one delivery per day in principle] [Article 70, Paragraph 3, Item 3 of the Postal Act and Article 32, Paragraph 3, Item 1 of the Regulation for Enforcement of the Postal Act]

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

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

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

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

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

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

- •Deliver mail to their destinations, except for destinations in difficult-toreach areas* where delivery by ordinary means is not possible.
- * Areas separately designated by Japan Post Co., Ltd., such as mountain lodges in winter



Universal service provided at post offices

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

Postal counter operations

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

Banking counter operations

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

Insurance counter operations

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

Standards for establishment of post offices (summary)

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

2-E Status of DX Promotion (Schedule)



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

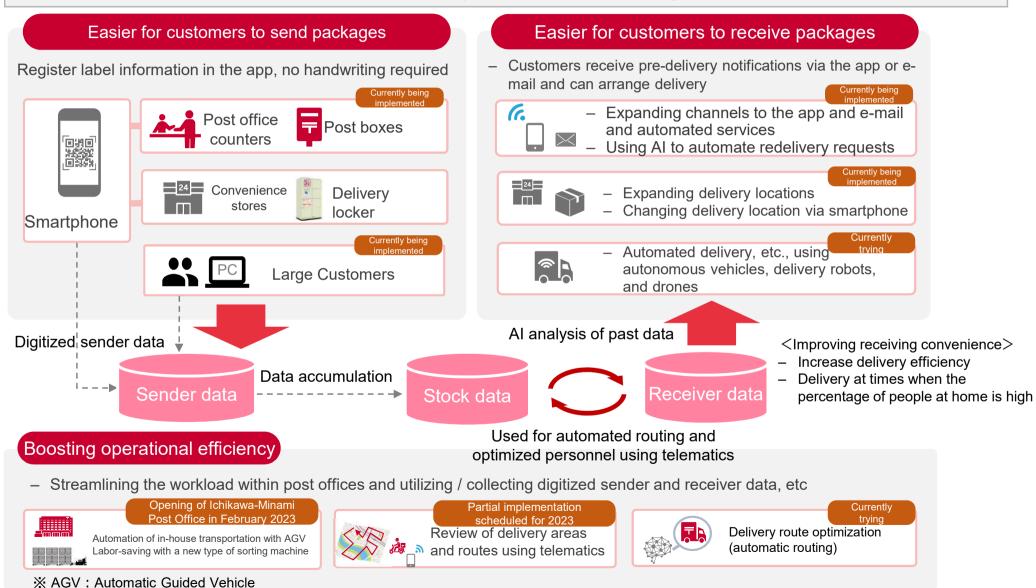
111	iproving emciency through the	use of digital technology.	
	Item	Overview	FY2023 FY2024 FY2025
G	Group platform app	Group platform app with functions including simplified sending, receiving, tracking, and post box and ATM search	▲ Oct.2023 Release ▲ Gradual expansion of functions
Group-wide	Group-wide common IDs	New ID to consolidate multiple IDs within Japan Post Group into one	▲ Jul.2023 Release
vide	Group customer management platform	Platform for data management and analysis by linking customer data of each Group company with a Group-wide common ID	▲ Jun.2023 Release
Post	Expansion of cashless payment	Cashless payments at postal counters	■ End of Sep.2023 Completed introduction at all directly-managed post offices. Expansion of usage of cashless payment
st Office	Tablet deployment	Streamlining and simplifying postal counter operations through the use of tablets	Expansion of deployment of tablets
ice	Expansion and enrichment of digital services	Digital ticket issuing systems, self-checkout machines at postal counters	Expansion of Items
Postal and domestic logistics	Operation reforms	Use of telematics, AI, etc., to improve efficiency of pickup, delivery and transport operations, etc.	Enhancing to improve efficiency of pick up delivery and transport operations, etc.
l and estic stics	Promotion of P-DX- focused initiatives	Postal and logistics business reform for easier sending and receiving based on data-driven methods	▲ Feb.2024 Overhauling of current systems infrastructure Introduction of new devices (smartphones) for use by employees working in the field P-DX consideration and development Multi-stage release
JAPAN POST BANK	Enrichment of online services	Expansion of functions of Yucho Bankbook App, etc.	Gradual expansion of functions of App, etc.
X Y Z	Creation of co-creation platform	App-based advertising/collaboration with partner companies	Expansion of advertising and collaboration
NO PO	Business model reforms	Customer support through online accompaniment, etc.	Expansion of functions
PAN OST	Enrichment of online services Customer support through online accompaniment, etc.		Expansion of the range of procedures

2-E DX Promotion

P-DX, Data-driven postal and logistics business reform



- We are gradually implementing services in pursuit of easier sending and receiving for customers.
- Over the medium term, we aim to improve the efficiency of operations based on digitalized information.



2-F Real Estate Business — Properties in Operation



Classification	Property name	Succeeded assets	Location	Site area (m²)	Total floor area (m²)	Asset type	Project type	Construction completion (year/month)
	JP Tower (KITTE)	~	Chiyoda-ku	11,600	212,000	Offices and commercial facilities	Joint project (major)	2012/5
	Iidabashi Grand Bloom	✓	Chiyoda-ku	11,000	124,000	Offices and commercial facilities	Urban redevelopment	2014/6
	Sapporo Mitsui JP Building	✓	Sapporo-shi	5,520		Offices and commercial facilities	Joint project (minor)	2014/8
Large complexes	JP Tower Nagoya (KITTE NAGOYA)	~	Nagoya-shi	12,000		Offices and commercial facilities	Joint project (major)	2015/11
		~	Fukuoka-shi	5,000		Commercial facilities	Run solely by Japan Post	2016/4
	JR JP Hakata Building	~	Fukuoka-shi	3,350		Offices and commercial facilities	Joint project (minor)	2016/4
	Hiroshima JP Building	~	Hiroshima-shi	4,200		Offices, stores and parking space	Run solely by Japan Post	2022/8
	Kuramae JP Terrace	~	Taito-ku	14,400		Offices, facility for the elderly, etc.	Run solely by Japan Post	2023/3
	Azabudai Hills Mori JP tower	~	Minato-ku	24,100		Offices, residences, stores, etc.	Urban redevelopment	2023/6
	Mita Building	~	Minato-ku	690		Offices and residences	Run solely by Japan Post	1993/3
	Omiya JP Building	~	Saitama-shi	6,100		Offices	Run solely by Japan Post	2014/8
	Hulic JP Akasaka Building		Minato-ku	960		Offices	Joint project (minor)	2020/11
	Minami-aoyama 227 Building		Minato-ku	120		Offices and stores	Solely acquired property	1997/5
	Nishigotanda 1-chome Building	~	Shinagawa-ku	390		Offices and stores	Solely acquired property	2021/6
	Logisite Kumiyama		Kumiyama-cho, Kuze-gun, Kyoto	12,930		Logistics facilities	Jointly invested	2021/2
	Grace Bear Urayasu		Urayasu-shi	2,820		Residences	Solely acquired property	1990/10
	Blance SHIBAURA		Minato-ku	660		Residences	Solely acquired property	1997/11
the state of the s	JP noie Koishikawa Tomisaka		Bunkyo-ku	380	,	Residences	Solely acquired property	2007/1
	JP noie Maruyama Omotesando		Sapporo-shi	1,580		Residences	Solely acquired property	2008/2
	JP noie Kiba		Koto-ku	1,930	-,	Residences	Solely acquired property	2013/1
	JP noie Waseda		Shinjuku-ku	730		Residences and stores	Solely acquired property	2014/3
	JP noie Shimotakaido		Setagaya-ku	780		Residences	Solely acquired property	2015/2
	JP noie Hatanodai	<i>V</i>	Shinagawa-ku	560		Residences	Run solely by Japan Post	2015/5
	JP noie Honhaneda		Ota-ku	1,230		Residences	Run solely by Japan Post	2016/1
	JP noie Nerima Nakamura-minami	· ·	Nerima-ku	1,160		Residences	Run solely by Japan Post	2017/3
	JP noie Mejiro JP noie Funabashi-natsumi	<i>V</i>	Toshima-ku	1,580		Residences	Run solely by Japan Post	2017/12
	JP noie Funadashi-natsumi JP noie Mita	~	Funabashi-shi Minato-ku	5,480 270		Residences Residences	Run solely by Japan Post	2018/6 2019/3
manufact transfers	JP noie Mila JP noie Suita Tarumi	~	Suita-shi	2,680			Run solely by Japan Post	
	JP noie Asagaya	V	Suginami-ku	780		Residences Residences and stores	Run solely by Japan Post Solely acquired property	2019/8 2019/9
	JP noie Ebisu Nishi (adjoined with co-ba ebisu)	~	Shibuya-ku	1,890		Residences and shared offices	Run solely by Japan Post	2019/9
	JP noie Nerima Asahigaoka	•	Shibuya-ku	1,090	3,700	Residences and shared offices	Ruit solely by Sapari i Osc	2019/11
	(adjoined with Benesse Nerima Ekoda Nursery School)	~	Nerima-ku	1,160	1,980	Residences and daycare center	Run solely by Japan Post	2020/1
	JP noie Hiroo The Residence		Shibuya-ku	1,870	2 220	Residences	Run solely by Japan Post	2020/3
	JP noie Kameido	•	Koto-ku	970		Residences	Solely acquired property	2020/3
	JP noie Komazawa-Daigaku		Setagaya-ku	660		Residences	Solely acquired property	2020/4
	JP noie Monzennakacho		Koto-ku	230		Residences	Solely acquired property	2020/9
	JP noie Kinshicho		Sumida-ku	410		Residences	Solely acquired property	2021/7
	Ichiqayatakajo-machi Residence		Shiniyuku-ku	710		Residences	Solely acquired property	2021/8
the state of the s	Geoent Otsuka		Toshima-ku	400		Residences	Solely acquired property	2021/12
	JP noie Kichijoji-honcho		Musashino-shi	410		Residences	Solely acquired property	2022/12
	Benesse Itabashi 3 Chome Nursery School	~	Itabashi-ku	750		Daycare center	Run solely by Japan Post	2018/1
	Nichii Kids Kami-ikebukuro Nursery School	V	Toshima-ku	1,010		Daycare center	Run solely by Japan Post	2019/1
	Guranda Mejiro Nibankan (adjoined with Benesse Mejiro Nursery School)	<i>v</i>	Toshima-ku	2,450		Facility for the elderly and daycare center	Run solely by Japan Post	2019/2
	Cocofump Myorenji		Yokohama-shi	2,130	3.280	Facility for the elderly	Run solely by Japan Post	2019/11
	Nijiiro Nursery School Kitasuna	v	Koto-ku	770		Daycare center	Run solely by Japan Post	2020/2
· · · · · · · · · · · · · · · · · · ·	Guranda Tokiwadai Nibankan	v	Itabashi-ku	1,590		Facility for the elderly	Run solely by Japan Post	2020/2
	Sonare Hamadayama	•	Suginami-ku	1,600		Facility for the elderly	Solely acquired property	2019/9
	Plaisant Luxe Minami Aoyama		Minato-ku	1,690		Facility for the elderly	Solely acquired property	2022/5
	BRANCHEILE MEGURO		Meguro-ku	1,990		Facility for the elderly	Run solely by Japan Post	2023/10
Land with	Nippori		Taito-ku	1,130	•	- Land with leasehold interest	Solely acquired property (land)	
leasehold interest	Tachikawa Nishikicho		Tachikawa-shi	4,850	_	Land with leasehold interest	Solely acquired property (land)	_

2-F Real Estate Business -

Projects under Development or Those Earmarked for Potential Development



Projects under development*

Property name	Succeeded assets	Location	Site area (m²)	Total floor area (m²)	Asset type	Project type	Construction completion (year)
Gotanda JP Building	V	Shinagawa-ku	6,700	69,000	Offices, hotel, commercial facilities, event hall, etc.	Run solely by Japan Post	2023 (planned)
JP Tower Osaka (KITTE OSAKA)	v	Osaka-shi	12,900	227,000	Offices, commercial facilities, hotel and theater	Joint project (major)	2023 (planned)
Fukuoka, Torikai 6-Chome Project	v	Fukuoka-shi	2,790	4,120	Nursing home	Run solely by Japan Post	2024 (planned)
Doshin 1-Chome Project	v	Osaka-shi	740	3,480	Residences	Run solely by Japan Post	2024 (planned)
Nishiki 3 Chome No.25 Street Project (in front of Sakae Station)		Nagoya-shi	4,870	109,680	Offices, hotel, cinema complex, commercial facilities, etc.	Joint project (minor)	2025 (planned)
Setagaya Nakamachi 2-Chome Project	v	Setagaya-ku	2,120	6,260	Residences	Run solely by Japan Post	2024 (planned)
Hiranumabashi 1-Chome Project	v	Yokohama-shi	1,210	4,920	Residences	Run solely by Japan Post	2024 (planned)
Meguro minami 1-Chome Project	V	Meguro-ku	1,030	2,190	Residences	Run solely by Japan Post	2024 (planned)

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

ojects for which decision on development has been and those earmarked for potential development

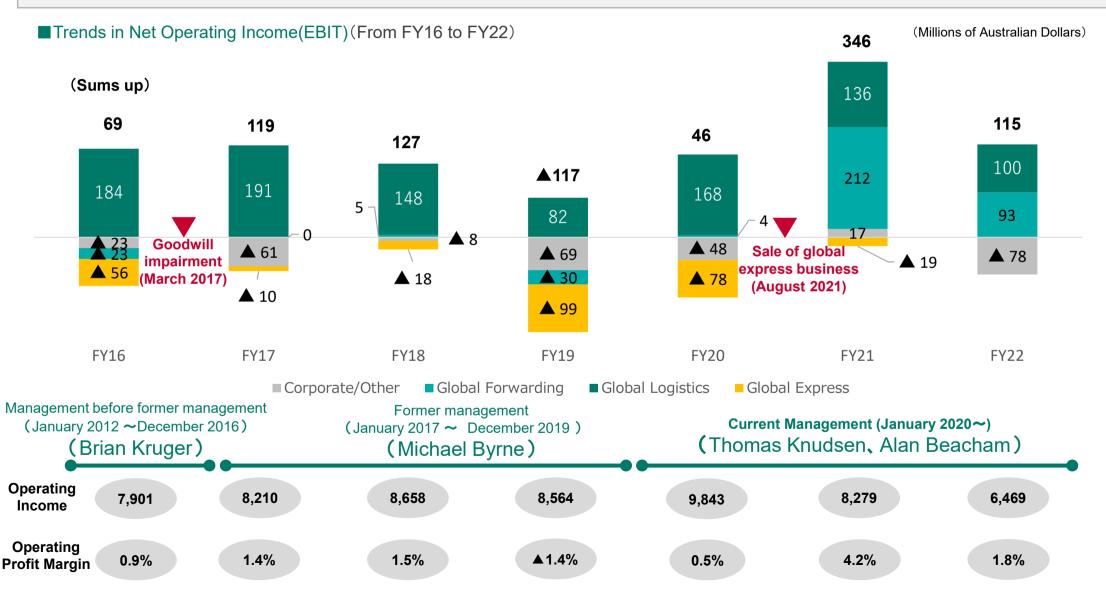
					2 Started Construction
Name	Location	Site area (m ²)	Access / minutes to walk		Current status
(Tokyo 23 Wards)					
Kojimachi Post Office	Chiyoda-ku	1,910	JR Ichigaya Stn.	7 min.	In-use
Kudan Post Office	Chiyoda-ku	1,380	Kudanshita Stn., Tozai Line	1 min.	In-use
Nihonbashi Post Office	Chuo-ku	2,990	Nihombashi Stn., Toei Asakusa Line	3 min.	In-use
Kyobashi Post Office	Chuo-ku	2,540	Higashi-ginza Stn., Hibiya Line	2 min.	In-use
Shiba Post Office	Minato-ku	2,110	Onarimon Stn., Toei Mita Line	3 min.	In-use
Takanawa Post Office	Minato-ku	3,960	Sengakuji Stn., Toei Asakusa Line	3 min.	In-use
Shirokane company housing	Minato-ku	5,330	Shirokane-takanawa Stn., Namboku Line	5 min.	Already moved-out
Akasaka Post Office	Minato-ku	2,700	Aoyama-itchome Stn., Ginza Line	1 min.	In-use
Gaienmae Post Office	Minato-ku	500	Gaiemmae Stn., Ginza Line	2 min.	In-use
Nakano Station North Entrance Project	Nakano-ku	23,450	JR Nakano Stn.	1 min.	_
Nakano Post Office	Nakano-ku	6,580	JR Nakano Stn.	3 min.	In-use
MIELPARQUE TOKYO	Minato-ku	7,550	Shiba-Koen Stn.,Toei Subway Mita Line	2 min.	No longer in operation
Nationwide					
Former Hokkaido Training Institute	Sapporo-shi	14,900	Sapporo City Subway Horohirahashi Stn.	27 min.	Already moved-out
Yokohama Central Post Office	Yokohama-shi	6,450	JR Yokohama Stn.	1 min.	In-use
Takami Dormitory	Nagoya-shi	2,100	Nagoya Municipal Subway Ikeshita Stn., Higashiyama Line	7 min.	Already moved-out
Kyoto Central Post Office	Kyoto-shi	7,520	JR Kyoto Stn.	1 min.	In-use
MIELPARQUE KYOTO	Kyoto-shi	2,250	JR Kyoto Stn.	2 min.	No longer in operation
Kobe lot MIELPARQUE MATSUYAMA	Kobe-shi	2,520	Nishi-Motomachi Stn., Kobe Kosoku Line	5 min.	In-use
MIELPARQUE MATSUYAMA	Matsuyama-shi	6,000	Iyo Railway Dogo-Onsen Stn.	5 min.	No longer in operation
Fukuoka Central Post Office	Fukuoka-shi	4,750	Fukuoka City Subway Tenjin Stn.	5 min.	In-use
Nagasaki Central Post Office	Nagasaki-shi	3,010	JR Nagasaki Stn.	8 min.	In-use
Kagoshima Office, Kyushu Regional Office	Kagoshima-shi	5,080	JR Kagoshima-chuo Stn.	3 min.	In-use

2-G Improving and Strengthening the Group's Core Businesses



The Status of International Logistics Business

 Sold unprofitable global express business in August 2021 and focused on improving profitability of forwarding and logistics

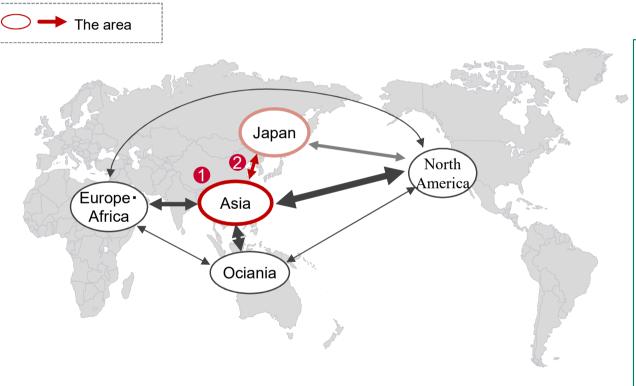


2-G Improving and Strengthening the Group's Core Businesses





- Toll maintains a certain management base and a certain amount of assets in preparation for competition in international logistics, especially in Asia and Oceania
- In addition to the areas where Toll is strong, by enhancing logistics functions in Asia and forwarding functions to and from Asia and Japan, we will build a foundation for the international logistics network



Key points for strengthening business in Asia

- Area with a highly attractive market. Expected to grow as a production base in the future
- ✓ The logistics industry is not monopolized, making Asia a significant area for JP and Toll to conduct business in
- Aiming to expand its focus area to the whole of Asia as a leading logistics company in Japan, Toll maintains a strong business foundation

Strengthen sales structure in Asia, update and expand functions of in-house assets, etc.



- Partial sale of Japan Post Bank shares in March 2023, securing proceeds of ¥1.2 trillion.
- Plan to use the proceeds from the second sale of Japan Post Bank shares for shareholder returns and growth investments.
- Sales of shares in two financial subsidiaries.

+November 2015 Listed on the First Section of the Tokyo Stock Exchange



April 2019 Second sale of Japan Post Insurance (approx.¥415.0 bil.)



June 2021 Share repurchase Equity disposal trust of Japan Post Insurance (approx.¥350.0 bil.)



-March 2023 Second sale of Japan Post Bank (approx. ¥1,200.0 bil.)



X Policy to dispose of shares so that the Company's equity interests in the two financial subsidiaries will be 50% or less during the period of this Medium-term Management Plan.

Proceeds from the sales of shares in two financial subsidaries.

Share repurchases (¥1.38 Tn)

Capital and business Alliance with Aflac (¥0.3 Tn)

Capital and business Alliance with Rakuten Group (¥0.15Tn)

Proceeds from Sale of JPB shares (¥1.2 Tn)

Cash on hand (¥0.3 Tn)

Borrowing capacity

Shareholder returns

- **Share repurchases**
 - Decided to implement ¥300.0 billion (August 2023 to March 2024)
 - Of which approximately ¥100.0 billon was purchased through ToSTNet-3(August 2023)
- **Considering flexible** implementation from FY2024 onward

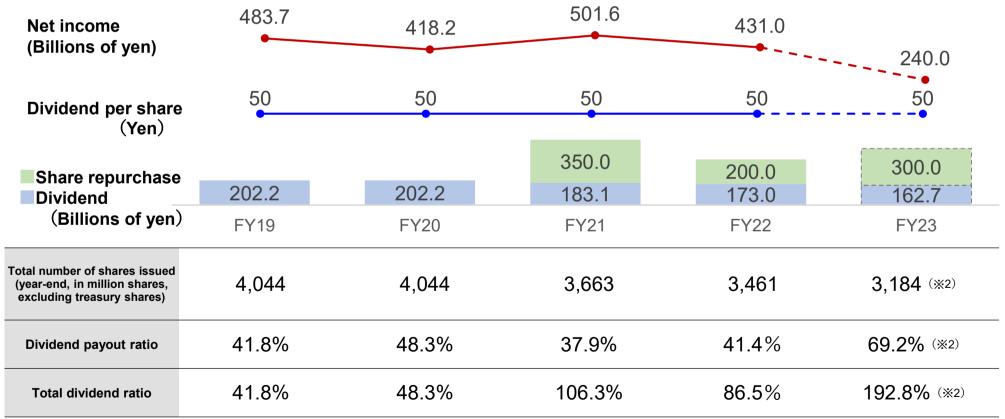
Growth investment

- ✓ DX investment
- ✓ Investment to strengthen transportation and delivery capacity
- ✓ Investment in real estate business
- ✓ Additional growth investment including M&As

3-B Stable and High-level Shareholder Returns



- Policy to maintain an annual dividend of ¥50 per share during the period of the Medium-term Management Plan JP Vision 2025 (until FY2025)
- Policy to conduct flexible share repurchases to improve capital efficiency
- Implementing up to ¥300.0 billion of share repurchases during FY2023 (period: August 2023 to March 2024), of which approximately ¥100.0 billion has already been repurchased through ToSTNet-3 in August 2023
- As of October 31, 2023, the total acquisition value of shares is ¥195.0 billion (including ¥106.5 billion acquired through ToSTNeT-3)



^{*1} Includes share repurchases worth ¥4.5 billion executed in April 2022

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



3-C Track Record of Share Repurchases



- Since listed in 2015, we repurchased approximately 1,039 million shares, worth approximately ¥1,381.0 billion, and cancelled most of these shares.
- The total number of shares issued as of March 31, 2023 was 3.46 billion. This is a decrease of approximately 23% from the initial listing of the stock.
- Implementing up to ¥300.0 billion of share repurchases during FY2023 (period: August 2023 to March 2024),

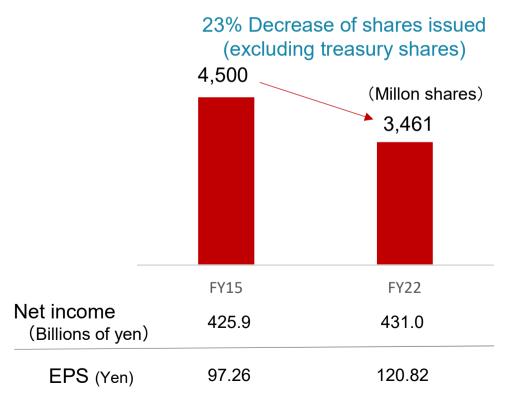
■ Track Record of share repurchases

FY2015	383 million shares (¥730,965 million)
FY2017	73 million shares (¥100,000 million)
FY2021	386 million shares [※] (¥350,000 million)
FY2022	197 million shares (¥200,000 million)
Total	1,039 million shares (¥1,380,965 million)
FY2023	Implementing up to ¥300.0 billion of share repurchases

^{*} Includes shares repurchased in April 2022, for ¥4.5 billion

Total number of shares issued

(excluding treasury shares)



[⇒] As of October 31, 2023, the total acquisition value of shares is ¥195.0 billion (including ¥106.5 billion acquired through ToSTNeT-3)



For inquiries about this document, please contact: IR Office, Corporate Planning Department, Japan Post Holdings Co., Ltd.

Email: irshitsu.ii@jp-holdings.jp

<Disclaimer>

This document contains forward-looking statements, including forecasts and targets, for the Japan Post Group and its group companies as of the date of this conference, and they are based primarily on judgments reached by Japan Post Holdings Co., Ltd. (the "Company") based on information available at the time of the conference, forecasts, and assumptions made at the time of the conference.

Therefore, please be aware that actual results may vary depending upon various factors, such as the impact of geopolitical risks, economic conditions and trends, and changes in laws and regulations.

This document does not constitute an offer to sell or a solicitation of an offer to buy any stock or other securities of the Company or any of its subsidiaries, or an offer to sell securities in the U.S. or to U.S. citizens. The Company's securities have not been and are not planned to be registered under the U.S. Securities Act of 1933 (the "Securities Act"). Securities may not be offered or sold in the United States except by registration or an exemption from registration under the Securities Act. When securities are offered or sold in the United States, an English language prospectus prepared in accordance with the U.S. Securities Act is used. A prospectus containing detailed information about the issuer and its management, as well as its financial statements, may be obtained from the issuer or seller of such securities.