

## Appendix : Japan Post Co. Data Supplement

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August 8, 2025

# 1. Japan Post Co. (Consolidated)

(Billions of yen)

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Operating income	3,323.7	3,442.3	+118.6	830.5	894.7	+64.1
Postal service business income	1,960.3	2,065.3	+104.9	474.5	567.5	+93.0
Commissions for banking business consignment	316.1	302.8	(13.2)	81.6	79.9	(1.7)
Commissions for life insurance business consignment	125.6	111.4	(14.1)	30.4	22.4	(8.0)
Funds to maintain post office network	300.0	303.0	+2.9	75.7	80.1	+4.4
International logistics business income	448.2	511.1	+62.9	124.6	109.0	(15.5)
Other operating income	173.3	148.4	(24.8)	43.4	35.5	(7.9)
Operating expenses	3,317.3	3,438.8	+121.4	845.3	883.1	+37.8
Personnel expenses	2,108.0	2,131.5	+23.4	532.2	543.6	+11.3
Other expenses	1,209.3	1,307.3	+98.0	313.0	339.4	+26.4
Net operating income (loss)	6.3	3.5	(2.8)	(14.7)	11.5	+26.3
Non-operating income	7.7	11.0	+3.3	1.6	3.1	+1.5
Non-operating expenses	11.9	12.0	+0.1	2.9	6.3	+3.3
Net ordinary income (loss)	2.1	2.5	+0.3	(16.0)	8.4	+24.4
Extraordinary gains	18.6	7.5	(11.0)	0.6	0.4	(0.2)
Extraordinary losses	5.7	5.1	(0.5)	0.4	2.4	+2.0
Income (loss) before income taxes	15.1	4.9	(10.1)	(15.7)	6.3	+22.1
Total income taxes	7.8	7.6	(0.2)	2.2	3.1	+0.9
Net income (loss)	7.2	(2.7)	(9.9)	(17.9)	3.1	+21.1
Net income (loss) attributable to non-controlling interests	0.0	1.5	+1.4	0.2	0.7	+0.4
Net income (loss) attributable to Japan Post Co.	7.2	(4.2)	(11.4)	(18.2)	2.4	+20.7

Notes : Sums of figures may not match totals due to rounding down.

## 2. Postal and Domestic Logistics Business

(Billions of yen)

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Operating income	1,975.5	2,080.8	+105.3	478.3	570.9	+92.6
Operating expenses	2,044.4	2,119.2	+74.8	514.8	570.5	+55.6
Personnel expenses	1,269.1	1,291.5	+22.4	320.7	336.4	+15.7
Salaries and allowances, etc.	1,049.5	1,066.4	+16.9	264.4	278.7	+14.2
Retirement benefit expenses	47.4	49.1	+1.7	12.2	12.2	(0.0)
Legal welfare expenses	172.1	175.9	+3.7	43.9	45.4	+1.4
Other expenses	775.3	827.6	+52.3	194.1	234.0	+39.9
Postal service business consignment expenses	192.0	198.2	+6.1	48.2	50.0	+1.7
Depreciation and amortization	68.7	79.8	+11.0	19.6	22.3	+2.6
Taxes and dues	26.9	27.9	+0.9	6.3	7.8	+1.4
Collection, transport and delivery outsourcing expenses	258.5	279.9	+21.4	65.9	85.0	+19.1
Miscellaneous expenses	229.0	241.7	+12.7	53.9	68.8	+14.9
Net operating income (loss)	(68.8)	(38.3)	+30.4	(36.4)	0.4	+36.9

Notes (1) Sums of figures may not match totals due to rounding down.

(2) With the establishment of the Real Estate Business segment from FY2024, the figures for FY2023 have been adjusted accordingly.

### 3. Post Office Business

(Billions of yen)

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Operating income	1,026.9	1,008.7	(18.1)	256.3	254.6	(1.6)
Postal service commissions	192.0	198.2	+6.1	48.2	50.0	+1.7
Banking commissions	316.1	302.8	(13.2)	81.6	79.9	(1.7)
Insurance commissions	125.6	111.4	(14.1)	30.4	22.4	(8.0)
Funds to maintain post office network	300.0	303.0	+2.9	75.7	80.1	+4.4
Other operating income	93.1	93.1	+0.0	20.1	22.1	+1.9
Merchandising business	37.1	35.2	(1.8)	6.5	6.6	+0.0
Third-party financial productagency services	7.8	8.3	+0.4	2.0	1.8	(0.2)
Miscellaneous income	48.1	49.6	+1.4	11.4	13.6	+2.1
Operating expenses	978.3	985.5	+7.1	242.4	248.4	+6.0
Personnel expenses	711.5	705.7	(5.8)	177.7	176.0	(1.7)
Salaries and allowances, etc.	581.7	577.2	(4.4)	145.8	144.3	(1.4)
Retirement benefit expenses	34.2	33.5	(0.6)	8.3	8.2	(0.1)
Legal welfare expenses	95.5	94.8	(0.7)	23.4	23.3	(0.1)
Other expenses	266.8	279.7	+12.9	64.6	72.4	+7.7
Depreciation and amortization	26.2	28.3	+2.1	6.8	7.2	+0.4
Taxes and dues	13.6	13.9	+0.3	3.2	3.2	(0.0)
Miscellaneous expenses	226.8	237.4	+10.5	54.6	61.9	+7.3
Net operating income	48.5	23.1	(25.3)	13.8	6.2	(7.6)

Notes (1) Sums of figures may not match totals due to rounding down.

(2) With the establishment of the Real Estate Business segment from FY2024, the figures for FY2023 have been adjusted accordingly.

## 4. International Logistics Business

(Billions of yen)

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Operating income	448.8	511.7	+62.9	124.7	109.2	(15.5)
Global Logistics	324.9	328.7	+3.7	82.1	72.9	(9.2)
Global Forwarding	123.1	182.3	+59.2	42.4	36.2	(6.2)
Corporate etc.	0.6	0.5	(0.1)	0.1	0.1	(0.0)
Operating expense	439.2	498.3	+59.1	123.7	108.8	(14.9)
Global Logistics	310.5	312.0	+1.4	79.6	70.4	(9.2)
Global Forwarding	124.4	182.7	+58.3	42.6	36.5	(6.1)
Corporate etc.	4.1	3.5	(0.6)	1.4	1.8	+0.4
Net Operating income (loss) (EBIT)	9.5	13.3	+3.7	0.9	0.4	(0.5)
Global Logistics	14.3	16.7	+2.3	2.5	2.5	+0.0
Global Forwarding	(1.3)	(0.3)	+0.9	(0.2)	(0.3)	(0.1)
Corporate etc.	(3.4)	(2.9)	+0.5	(1.3)	(1.7)	(0.4)

Notes : Sums of figures may not match totals due to rounding down.

## 5. Real Estate Business

(Billions of yen)

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Operating income	87.1	63.3	(23.8)	24.7	15.4	(9.2)
Income for rent	34.1	44.9	+10.7	9.9	12.2	+2.2
Income for sale	52.1	17.9	(34.1)	14.6	3.1	(11.5)
Miscellaneous income	0.7	0.3	(0.4)	0.1	0.1	+0.0
Operating expenses	62.4	48.1	(14.3)	16.1	10.4	(5.6)
Personnel expenses	0.9	0.8	(0.1)	0.2	0.2	(0.0)
Salaries and allowances, etc	0.7	0.6	(0.1)	0.1	0.1	(0.0)
Retirement benefit expenses	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Legal selfare expenses	0.1	0.1	(0.0)	0.0	0.0	(0.0)
Other expenses	61.5	47.3	(14.1)	15.8	10.2	(5.6)
Depreciation and amotiation	11.9	14.9	+3.0	3.7	3.7	+0.0
Taxes and dues	9.0	6.5	(2.5)	1.6	0.8	(0.7)
Miscellaneous expenses	40.5	25.8	(14.7)	10.5	5.6	(4.8)
Net operating income (loss)	24.6	15.1	(9.4)	8.6	5.0	(3.6)

Notes (1) Sums of figures may not match totals due to rounding down.

(2) The Real Estate Business segment of Japan Post Holdings includes a real estate-related subsidiary owned by Japan Post Holdings. Their figures are, therefore, different from those of the Real Estate Business segment of Japan Post Co.

(3) With the establishment of the Real Estate Business segment from FY2024, the figures for FY2023 have been adjusted accordingly.

## 6. Volumes of Items Handled

				(thousands of items)		
	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change
Total	17,460,836	16,902,870	(557,966)	4,192,679	4,005,107	(187,572)
Mail	13,577,689	12,566,067	(1,011,622)	3,148,397	2,969,568	(178,829)
Domestic mail	13,554,657	12,542,869	(1,011,788)	3,142,710	2,964,068	(178,641)
Standard mail	13,029,436	12,013,449	(1,015,987)	3,017,130	2,849,107	(168,022)
First-class	7,084,854	6,626,997	(457,857)	1,881,246	1,763,642	(117,604)
Second-class	4,776,053	4,486,233	(289,820)	1,092,422	1,042,267	(50,155)
Third-class	152,020	146,736	(5,285)	36,950	35,066	(1,883)
Fourth-class	13,301	12,506	(795)	3,351	3,013	(338)
New Year's postcards	970,486	695,293	(275,194)			
Election mail	32,721	45,684	+ 12,963	3,161	5,120	+ 1,959
Special mail	525,220	529,420	+ 4,199	125,580	114,961	(10,619)
International mail (dispatched)	23,032	23,198	+ 165	5,688	5,500	(188)
Letters	13,141	13,824	+ 683	3,267	3,293	+ 25
Packages	2,294	2,320	+ 27	605	542	(63)
EMS	7,598	7,053	(545)	1,816	1,665	(150)
Domestic parcel	3,883,147	4,336,803	+ 453,656	1,044,281	1,035,539	(8,743)
Yu-Pack	547,021	558,444	+ 11,423	129,226	132,047	+ 2,821
Yu-Packet	462,644	537,215	+ 74,572	126,979	135,696	+ 8,717
Yu-Mail	2,873,482	3,241,144	+ 367,662	788,076	767,796	(20,281)

Notes (1) Since figures are rounded, sums of individual items may not match totals.

(2) Election mail consists of standard size postcards as provided for in Article 142 of the Public Offices Election Act.

(Reference) Domestic parcel unit price

	FY2023	FY2024	Change
Yu-Pack	640	624	(16)
Yu-Packet	175	173	(3)
Yu-Mail	66	65	(1)

Notes : Figures are rounded to the nearest unit.

(yen)		
2024. 4-6	2025. 4-6	Change
622	605	(16)
173	172	(2)
66	69	+ 3



## 7. Status of Income and Expenses of Postal Business

FY2023				FY2024 (Billions of yen)		
	Operating income	Operating expenses	Net Operating income(loss)	Operating income	Operating expenses	Net Operating income(loss)
Mail	1,189.6	1,279.2	(89.6)	1,259.9	1,322.9	(63.0)
(Year-on-year change)	(66.0)	+2.5	(68.5)	+70.3	+43.6	+26.6
Domestic mail	1,114.3	1,206.1	(91.8)	1,184.8	1,247.8	(63.0)
(Year-on-year change)	(70.1)	(2.8)	(67.2)	+70.5	+41.7	+28.8
First-class (Letters)	616.9	657.5	(40.6)	648.6	685.1	(36.5)
(Year-on-year change)	(37.9)	+0.0	(37.9)	+31.8	+27.7	+4.1
Second-class (Postcards)	300.4	333.7	(33.3)	328.8	345.1	(16.3)
(Year-on-year change)	(19.6)	(0.7)	(18.9)	+28.4	+11.3	+17.0
Third-class (Magazines, newspapers)	6.8	13.0	(6.1)	6.6	14.0	(7.4)
(Year-on-year change)	(0.5)	(0.3)	(0.2)	(0.2)	+1.0	(1.3)
Fourth-class (Educational materials, etc.)	0.7	1.6	(0.9)	0.7	1.6	(1.0)
(Year-on-year change)	(0.1)	(0.1)	+0.0	(0.1)	+0.0	(0.1)
Special mails provided for in Article 44, Paragraph 1 of the Postal Act	90.9	101.5	(10.6)	87.7	96.8	(9.1)
(Year-on-year change)	(10.5)	(5.3)	(5.1)	(3.2)	(4.7)	+1.5
Special mails provided for in Article 44, Paragraph 2 of the Postal Act	98.6	98.9	(0.3)	112.4	105.2	7.3
(Year-on-year change)	(1.5)	+3.6	(5.0)	+13.8	+6.3	+7.5
International mail	75.3	73.1	2.2	75.1	75.1	0.0
(Year-on-year change)	+4.1	+5.4	(1.3)	(0.2)	+2.0	(2.2)
Letters	18.7	19.9	(1.1)	20.5	21.9	(1.5)
(Year-on-year change)	+3.0	+3.0	+0.1	+1.7	+2.1	(0.4)
Packages	15.3	14.0	1.2	15.4	15.6	(0.1)
(Year-on-year change)	+1.8	+2.3	(0.4)	+0.2	+1.5	(1.4)
EMS	41.3	39.2	2.1	39.2	37.5	1.7
(Year-on-year change)	(0.8)	+0.1	(0.9)	(2.1)	(1.7)	(0.4)

Note 1: Above figures demonstrate the status of income and expenses primarily by mail item category pursuant to the provisions of Article 67, Paragraph 7 of the Postal Act.

Note 2: Figures are rounded to the nearest whole unit.

Note 3: Special mails provided for in Article 44, Paragraph 1 of the Postal Act consist of postal items that are handled with special treatment: registered mail (Kakitome), certificate of acceptance time, delivery certificate, content certificate and special delivery.

Note 4: Special mails provided for in Article 44, Paragraph 2 of the Postal Act consist of postal items that are handled with special treatment other than those stated above, such as express mail (Sokutatsu).

FY2023				FY2024 (Billions of yen)		
(Reference)	Operating income	Operating expenses	Net Operating income	Operating income	Operating expenses	Net Operating income
Domestic parcel (Yu-Pack, Yu-Packet, Yu-Mail)	610.7	573.1	37.6	642.4	601.1	41.3
(Year-on-year change)	(15.1)	+7.7	(22.8)	+31.7	+28.0	+3.7

Notes : Figures are rounded to the nearest unit.