

Appendix : Japan Post Co. Data Supplement

February 13, 2026

1. Japan Post Co. (Consolidated)

	FY2023	FY2024	Change
Operating income	3,323.7	3,442.3	+118.6
Postal service business income	1,960.3	2,065.3	+104.9
Commissions for banking business consignment	316.1	302.8	(13.2)
Commissions for life insurance business consignment	125.6	111.4	(14.1)
Funds to maintain post office network	300.0	303.0	+2.9
International logistics business income	448.2	511.1	+62.9
Other operating income	173.3	148.4	(24.8)
Operating expenses	3,317.3	3,438.8	+121.4
Personnel expenses	2,108.0	2,131.5	+23.4
Other expenses	1,209.3	1,307.3	+98.0
Net operating income (loss)	6.3	3.5	(2.8)
Non-operating income	7.7	11.0	+3.3
Non-operating expenses	11.9	12.0	+0.1
Net ordinary income (loss)	2.1	2.5	+0.3
Extraordinary gains	18.6	7.5	(11.0)
Extraordinary losses	5.7	5.1	(0.5)
Income (loss) before income taxes	15.1	4.9	(10.1)
Total income taxes	7.8	7.6	(0.2)
Net income (loss)	7.2	(2.7)	(9.9)
Net income (loss) attributable to non-controlling interests	0.0	1.5	+1.4
Net income (loss) attributable to Japan Post Co.	7.2	(4.2)	(11.4)

Operating income	830.5	894.7	+64.1
Postal service business income	474.5	567.5	+93.0
Commissions for banking business consignment	81.6	79.9	(1.7)
Commissions for life insurance business consignment	30.4	22.4	(8.0)
Funds to maintain post office network	75.7	80.1	+4.4
International logistics business income	124.6	109.0	(15.5)
Other operating income	43.4	35.5	(7.9)
Operating expenses	845.3	883.1	+37.8
Personnel expenses	532.2	543.6	+11.3
Other expenses	313.0	339.4	+26.4
Net operating income (loss)	(14.7)	11.5	+26.3
Non-operating income	1.6	3.1	+1.5
Non-operating expenses	2.9	6.3	+3.3
Net ordinary income (loss)	(16.0)	8.4	+24.4
Extraordinary gains	0.6	0.4	(0.2)
Extraordinary losses	0.4	2.4	+2.0
Income (loss) before income taxes	(15.7)	6.3	+22.1
Total income taxes	2.2	3.1	+0.9
Net income (loss)	(17.9)	3.1	+21.1
Net income (loss) attributable to non-controlling interests	0.2	0.7	+0.4
Net income (loss) attributable to Japan Post Co.	(18.2)	2.4	+20.7

	2024. 4-6	2025. 4-6	Change
Operating income	830.5	894.7	+64.1
Postal service business income	474.5	567.5	+93.0
Commissions for banking business consignment	81.6	79.9	(1.7)
Commissions for life insurance business consignment	30.4	22.4	(8.0)
Funds to maintain post office network	75.7	80.1	+4.4
International logistics business income	124.6	109.0	(15.5)
Other operating income	43.4	35.5	(7.9)
Operating expenses	845.3	883.1	+37.8
Personnel expenses	532.2	543.6	+11.3
Other expenses	313.0	339.4	+26.4
Net operating income (loss)	(14.7)	11.5	+26.3
Non-operating income	1.6	3.1	+1.5
Non-operating expenses	2.9	6.3	+3.3
Net ordinary income (loss)	(16.0)	8.4	+24.4
Extraordinary gains	0.6	0.4	(0.2)
Extraordinary losses	0.4	2.4	+2.0
Income (loss) before income taxes	(15.7)	6.3	+22.1
Total income taxes	2.2	3.1	+0.9
Net income (loss)	(17.9)	3.1	+21.1
Net income (loss) attributable to non-controlling interests	0.2	0.7	+0.4
Net income (loss) attributable to Japan Post Co.	(18.2)	2.4	+20.7

	2024. 4-6	2025. 4-6	Change
Operating income	830.5	894.7	+64.1
Postal service business income	474.5	567.5	+93.0
Commissions for banking business consignment	81.6	79.9	(1.7)
Commissions for life insurance business consignment	30.4	22.4	(8.0)
Funds to maintain post office network	75.7	80.1	+4.4
International logistics business income	124.6	109.0	(15.5)
Other operating income	43.4	35.5	(7.9)
Operating expenses	845.3	883.1	+37.8
Personnel expenses	532.2	543.6	+11.3
Other expenses	313.0	339.4	+26.4
Net operating income (loss)	(14.7)	11.5	+26.3
Non-operating income	1.6	3.1	+1.5
Non-operating expenses	2.9	6.3	+3.3
Net ordinary income (loss)	(16.0)	8.4	+24.4
Extraordinary gains	0.6	0.4	(0.2)
Extraordinary losses	0.4	2.4	+2.0
Income (loss) before income taxes	(15.7)	6.3	+22.1
Total income taxes	2.2	3.1	+0.9
Net income (loss)	(17.9)	3.1	+21.1
Net income (loss) attributable to non-controlling interests	0.2	0.7	+0.4
Net income (loss) attributable to Japan Post Co.	(18.2)	2.4	+20.7

	2024. 4-9	2025. 4-9	Change
Operating income	1,641.3	1,775.4	+134.0
Postal service business income	930.8	1,108.5	+177.6
Commissions for banking business consignment	157.7	154.2	(3.4)
Commissions for life insurance business consignment	59.1	45.0	(14.0)
Funds to maintain post office network	151.5	160.3	+8.8
International logistics business income	264.6	231.5	(33.0)
Other operating income	77.3	75.6	(1.7)
Operating expenses	1,703.9	1,779.6	+75.7
Personnel expenses	1,060.6	1,088.4	+27.7
Other expenses	643.2	691.1	+47.9
Net operating income (loss)	(62.6)	(4.2)	+58.3
Non-operating income	3.6	6.2	+2.5
Non-operating expenses	6.2	10.5	+4.3
Net ordinary income (loss)	(65.1)	(8.5)	+56.5
Extraordinary gains	4.1	10.7	+6.6
Extraordinary losses	2.9	3.7	+0.7
Income (loss) before income taxes	(63.9)	(1.5)	+62.4
Total income taxes	4.0	6.7	+2.7
Net income (loss)	(68.0)	(8.2)	+59.7
Net income (loss) attributable to non-controlling interests	0.2	0.9	+0.7
Net income (loss) attributable to Japan Post Co.	(68.3)	(9.2)	+59.0

	2024. 7-9	2025. 7-9	Change
Operating income	810.7	880.6	+69.9
Postal service business income	456.3	540.9	+84.6
Commissions for banking business consignment	76.0	74.3	(1.7)
Commissions for life insurance business consignment	28.6	22.6	(6.0)
Funds to maintain post office network	75.7	80.1	+4.4
International logistics business income	140.0	122.5	(17.5)
Other operating income	33.8	40.0	+6.2
Operating expenses	858.5	896.4	+37.9
Personnel expenses	528.4	544.8	+16.4
Other expenses	330.1	351.6	+21.4
Net operating income (loss)	(47.8)	(15.8)	+32.0
Non-operating income	2.0	3.0	+0.9
Non-operating expenses	3.3	4.2	+0.9
Net ordinary income (loss)	(49.1)	(17.0)	+32.1
Extraordinary gains	3.4	10.3	+6.9
Extraordinary losses	2.5	1.2	(1.2)
Income (loss) before income taxes	(48.2)	(7.8)	+40.3
Total income taxes	1.8	3.5	+1.7
Net income (loss)	(50.0)	(11.4)	+38.6
Net income (loss) attributable to non-controlling interests	(0.0)	0.2	+0.2
Net income (loss) attributable to Japan Post Co.	(50.0)	(11.6)	+38.3

(Billions of yen)		
2024.	2025.	
4-12	4-12	Change
2,593.1	2,741.1	+148.0
1,535.6	1,718.9	+183.3
233.4	228.9	(4.5)
85.3	67.1	(18.1)
227.2	240.5	+13.2
395.6	369.0	(26.6)
115.7	116.5	+0.8
2,586.1	2,721.9	+135.7
1,600.6	1,644.3	+43.6
985.5	1,077.6	+92.1
6.9	19.2	+12.3
4.9	10.0	+5.1
8.9	14.7	+5.7
2.9	14.6	+11.7
5.9	12.1	+6.1
3.9	5.8	+1.9
4.9	20.8	+15.9
6.7	9.9	+3.1
(1.7)	10.9	+12.7
0.7	1.5	+0.7
(2.5)	9.4	+12.0

(Billions of yen)			
	2024. 10-12	2025. 10-12	Change
	951.7	965.7	+13.9
	604.7	610.4	+5.7
	75.6	74.6	(1.0)
	26.2	22.1	(4.0)
	75.7	80.1	+4.4
	130.9	137.4	+6.4
	38.4	40.9	+2.5
	882.2	942.2	+60.0
	539.9	555.8	+15.8
	342.3	386.4	+44.1
	69.5	23.5	(46.0)
	1.2	3.8	+2.5
	2.7	4.1	+1.4
	68.1	23.2	(44.8)
	1.8	1.3	(0.4)
	1.0	2.1	+1.1
	68.9	22.4	(46.5)
	2.6	3.1	+0.4
	66.2	19.2	(46.9)
	0.4	0.5	+0.0
	65.7	18.7	(47.0)

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

2. Postal and Domestic Logistics Business

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change	2024. 4-9	2025. 4-9	Change	2024. 4-12	2025. 4-12	Change
Operating income	1,975.5	2,080.8	+105.3	478.3	570.9	+92.6	939.2	1,115.8	+176.6	1,547.7	1,730.5	+182.7
Operating expenses	2,044.4	2,119.2	+74.8	514.8	570.5	+55.6	1,034.0	1,141.4	+107.4	1,585.6	1,740.4	+154.7
Personnel expenses	1,269.1	1,291.5	+22.4	320.7	336.4	+15.7	639.0	673.1	+34.1	968.2	1,017.7	+49.4
Salaries and allowances, etc.	1,049.5	1,066.4	+16.9	264.4	278.7	+14.2	527.0	557.1	+30.1	799.5	843.1	+43.6
Retirement benefit expenses	47.4	49.1	+1.7	12.2	12.2	(0.0)	24.5	24.6	+0.0	36.8	37.0	+0.1
Legal welfare expenses	172.1	175.9	+3.7	43.9	45.4	+1.4	87.4	91.3	+3.9	131.8	137.5	+5.6
Other expenses	775.3	827.6	+52.3	194.1	234.0	+39.9	394.9	468.2	+73.2	617.3	722.6	+105.3
Postal service business consignment expenses	192.0	198.2	+6.1	48.2	50.0	+1.7	96.2	99.3	+3.1	148.9	151.4	+2.4
Depreciation and amortization	68.7	79.8	+11.0	19.6	22.3	+2.6	39.2	44.7	+5.5	59.1	67.3	+8.2
Taxes and dues	26.9	27.9	+0.9	6.3	7.8	+1.4	12.9	15.1	+2.1	20.5	22.6	+2.0
Collection, transport and delivery outsourcing expenses	258.5	279.9	+21.4	65.9	85.0	+19.1	134.8	169.5	+34.7	212.3	264.2	+51.8
Miscellaneous expenses	229.0	241.7	+12.7	53.9	68.8	+14.9	111.6	139.4	+27.7	176.2	216.9	+40.6
Net operating income (loss)	(68.8)	(38.3)	+30.4	(36.4)	0.4	+36.9	(94.7)	(25.5)	+69.2	(37.8)	(9.8)	+27.9

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change
Operating income	478.3	570.9	+92.6	460.8	544.8	+83.9	608.5	614.6	+6.1
Operating expenses	514.8	570.5	+55.6	519.1	570.9	+51.7	551.6	598.9	+47.3
Personnel expenses	320.7	336.4	+15.7	318.3	336.7	+18.4	329.2	344.5	+15.3
Salaries and allowances, etc.	264.4	278.7	+14.2	262.5	278.4	+15.8	272.5	286.0	+13.5
Retirement benefit expenses	12.2	12.2	(0.0)	12.2	12.4	+0.1	12.2	12.3	+0.1
Legal welfare expenses	43.9	45.4	+1.4	43.4	45.9	+2.4	44.4	46.1	+1.7
Other expenses	194.1	234.0	+39.9	200.8	234.1	+33.3	222.3	254.4	+32.0
Postal service business consignment expenses	48.2	50.0	+1.7	47.9	49.3	+1.3	52.7	52.0	(0.6)
Depreciation and amortization	19.6	22.3	+2.6	19.5	22.4	+2.8	19.9	22.6	+2.6
Taxes and dues	6.3	7.8	+1.4	6.5	7.2	+0.7	7.5	7.4	(0.0)
Collection, transport and delivery outsourcing expenses	65.9	85.0	+19.1	68.9	84.5	+15.5	77.5	94.6	+17.1
Miscellaneous expenses	53.9	68.8	+14.9	57.7	70.6	+12.8	64.5	77.5	+12.9
Net operating income (loss)	(36.4)	0.4	+36.9	(58.2)	(26.0)	+32.2	56.9	15.6	(41.2)

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 FY 2023 have adjusted accordingly.

3. Post Office Business

	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change	2024. 4-9	2025. 4-9	Change	(Billions of yen)		
										2024. 4-12	2025. 4-12	Change
Operating income	1026.9	1008.7	(18.1)	256.3	254.6	(1.6)	508.4	506.1	(2.2)	766.0	764.8	(1.2)
Postal service commissions	192.0	198.2	+6.1	48.2	50.0	+1.7	96.2	99.3	+3.1	148.9	151.4	+2.4
Banking commissions	316.1	302.8	(13.2)	81.6	79.9	(1.7)	157.7	154.2	(3.4)	233.4	228.9	(4.5)
Insurance commissions	125.6	111.4	(14.1)	30.4	22.4	(8.0)	59.1	45.0	(14.0)	85.3	67.1	(18.1)
Funds to maintain post office network	300.0	303.0	+2.9	75.7	80.1	+4.4	151.5	160.3	+8.8	227.2	240.5	+13.2
Other operating income	93.1	93.1	+0.0	20.1	22.1	+1.9	43.7	47.1	+3.3	71.0	76.7	+5.7
Merchandising business	37.1	35.2	(1.8)	6.5	6.6	+0.0	16.2	16.0	(0.1)	30.2	29.6	(0.5)
Third-party financial product agency services	7.8	8.3	+0.4	2.0	1.8	(0.2)	4.3	3.8	(0.4)	6.3	5.5	(0.8)
Miscellaneous income	48.1	49.6	+1.4	11.4	13.6	+2.1	23.2	27.2	+4.0	34.4	41.5	+7.1
Operating expenses	978.3	985.5	+7.1	242.4	248.4	+6.0	486.6	497.9	+11.2	736.1	755.6	+19.5
Personnel expenses	711.5	705.7	(5.8)	177.7	176.0	(1.7)	354.0	352.2	(1.8)	531.2	531.2	+0.0
Salaries and allowances, etc.	581.7	577.2	(4.4)	145.8	144.3	(1.4)	290.0	288.4	(1.5)	434.8	435.1	+0.2
Retirement benefit expenses	34.2	33.5	(0.6)	8.3	8.2	(0.1)	16.7	16.5	(0.2)	25.1	24.8	(0.3)
Legal welfare expenses	95.5	94.8	(0.7)	23.4	23.3	(0.1)	47.2	47.1	(0.0)	71.1	71.2	+0.1
Other expenses	266.8	279.7	+12.9	64.6	72.4	+7.7	132.6	145.7	+13.0	204.8	224.3	+19.4
Depreciation and amortization	26.2	28.3	+2.1	6.8	7.2	+0.4	13.8	14.4	+0.5	21.0	21.7	+0.6
Taxes and dues	13.6	13.9	+0.3	3.2	3.2	(0.0)	7.0	7.0	+0.0	10.4	10.5	+0.0
Miscellaneous expenses	226.8	237.4	+10.5	54.6	61.9	+7.3	111.7	124.2	+12.5	173.3	192.0	+18.7
Net operating income	48.5	23.1	(25.3)	13.8	6.2	(7.6)	21.7	8.2	(13.4)	29.9	9.1	(20.7)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change
Operating income	256.3	254.6	(1.6)	252.1	251.5	(0.5)	257.6	258.6	+0.9
Postal service commissions	48.2	50.0	+1.7	47.9	49.3	+1.3	52.7	52.0	(0.6)
Banking commissions	81.6	79.9	(1.7)	76.0	74.3	(1.7)	75.6	74.6	(1.0)
Insurance commissions	30.4	22.4	(8.0)	28.6	22.6	(6.0)	26.2	22.1	(4.0)
Funds to maintain post office network	75.7	80.1	+4.4	75.7	80.1	+4.4	75.7	80.1	+4.4
Other operating income	20.1	22.1	+1.9	23.6	25.0	+1.3	27.2	29.5	+2.3
Merchandising business	6.5	6.6	+0.0	9.6	9.3	(0.2)	14.0	13.5	(0.4)
Third-party financial product agency services	2.0	1.8	(0.2)	2.3	2.0	(0.2)	2.0	1.7	(0.3)
Miscellaneous income	11.4	13.6	+2.1	11.7	13.6	+1.8	11.2	14.2	+3.0
Operating expenses	242.4	248.4	+6.0	244.2	249.4	+5.2	249.4	257.7	+8.2
Personnel expenses	177.7	176.0	(1.7)	176.3	176.1	(0.1)	177.1	179.0	+1.9
Salaries and allowances, etc.	145.8	144.3	(1.4)	144.1	144.0	(0.1)	144.8	146.6	+1.8
Retirement benefit expenses	8.3	8.2	(0.1)	8.3	8.2	(0.1)	8.4	8.2	(0.1)
Legal welfare expenses	23.4	23.3	(0.1)	23.7	23.8	+0.1	23.9	24.1	+0.1
Other expenses	64.6	72.4	+7.7	67.9	73.2	+5.3	72.2	78.6	+6.3
Depreciation and amortization	6.8	7.2	+0.4	7.0	7.1	+0.1	7.2	7.2	+0.0
Taxes and dues	3.2	3.2	(0.0)	3.7	3.8	+0.0	3.4	3.5	+0.0
Miscellaneous expenses	54.6	61.9	+7.3	57.1	62.2	+5.1	61.6	67.8	+6.2
Net operating income	13.8	6.2	(7.6)	7.8	2.0	(5.8)	8.1	0.9	(7.2)

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

	FY2023	FY2024	Change
Operating income	448.8	511.7	+62.9
Global Logistics	324.9	328.7	+3.7
Global Forwarding	123.1	182.3	+59.2
Corporate etc.	0.6	0.5	(0.1)
Operating expense	439.2	498.3	+59.1
Global Logistics	310.5	312.0	+1.4
Global Forwarding	124.4	182.7	+58.3
Corporate etc.	4.1	3.5	(0.6)
Net Operating income (loss) (EBIT)	9.5	13.3	+3.7
Global Logistics	14.3	16.7	+2.3
Global Forwarding	(1.3)	(0.3)	+0.9
Corporate etc.	(3.4)	(2.9)	+0.5

	2024. 4-6	2025. 4-6	Change
Operating income	124.7	109.2	(15.5)
Global Logistics	82.1	72.9	(9.2)
Global Forwarding	42.4	36.2	(6.2)
Corporate etc.	0.1	0.1	(0.0)
Operating expense	123.7	108.8	(14.9)
Global Logistics	79.6	70.4	(9.2)
Global Forwarding	42.6	36.5	(6.1)
Corporate etc.	1.4	1.8	+0.4
Net Operating income (loss) (EBIT)	0.9	0.4	(0.5)
Global Logistics	2.5	2.5	+0.0
Global Forwarding	(0.2)	(0.3)	(0.1)
Corporate etc.	(1.3)	(1.7)	(0.4)

	2024. 4-9	2025. 4-9	Change
Operating income	264.9	231.9	(33.0)
Global Logistics	164.2	155.3	(8.8)
Global Forwarding	100.4	76.3	(24.1)
Corporate etc.	0.2	0.2	(0.0)
Operating expense	260.3	227.6	(32.6)
Global Logistics	158.4	148.5	(9.9)
Global Forwarding	100.2	77.2	(22.9)
Corporate etc.	1.6	1.9	+0.2
Net Operating income (loss) (EBIT)	4.5	4.2	(0.3)
Global Logistics	5.7	6.8	+1.0
Global Forwarding	0.2	(0.9)	(1.1)
Corporate etc.	(1.4)	(1.6)	(0.2)

(Billions of yen)			
	2024. 4-12	2025. 4-12	Change
Operating income	396.0	369.5	(26.5)
Global Logistics	250.3	251.4	+1.1
Global Forwarding	145.2	117.6	(27.5)
Corporate etc.	0.4	0.3	(0.1)
Operating expense	386.9	360.8	(26.0)
Global Logistics	239.7	239.1	(0.6)
Global Forwarding	144.3	119.3	(25.0)
Corporate etc.	2.7	2.3	(0.4)
Net Operating income (loss) (EBIT)	9.1	8.6	(0.4)
Global Logistics	10.5	12.2	+1.7
Global Forwarding	0.8	(1.6)	(2.5)
Corporate etc.	(2.3)	(1.9)	+0.3

Operating income			
Global Logistics			
Global Forwarding			
Corporate etc.			
Operating expense			
Global Logistics			
Global Forwarding			
Corporate etc.			
Net Operating income (loss) (EBIT)			
Global Logistics			
Global Forwarding			
Corporate etc.			

	2024. 4-6	2025. 4-6	Change
Operating income	124.7	109.2	(15.5)
Global Logistics	82.1	72.9	(9.2)
Global Forwarding	42.4	36.2	(6.2)
Corporate etc.	0.1	0.1	(0.0)
Operating expense	123.7	108.8	(14.9)
Global Logistics	79.6	70.4	(9.2)
Global Forwarding	42.6	36.5	(6.1)
Corporate etc.	1.4	1.8	+0.4
Net Operating income (loss) (EBIT)	0.9	0.4	(0.5)
Global Logistics	2.5	2.5	+0.0
Global Forwarding	(0.2)	(0.3)	(0.1)
Corporate etc.	(1.3)	(1.7)	(0.4)

	2024. 7-9	2025. 7-9	Change
Operating income	140.1	122.6	(17.5)
Global Logistics	82.0	82.4	+0.3
Global Forwarding	57.9	40.0	(17.9)
Corporate etc.	0.1	0.1	+0.0
Operating expense	136.5	118.8	(17.7)
Global Logistics	78.8	78.1	(0.6)
Global Forwarding	57.5	40.7	(16.8)
Corporate etc.	0.2	0.0	(0.2)
Net Operating income (loss) (EBIT)	3.5	3.8	+0.2
Global Logistics	3.2	4.3	+1.0
Global Forwarding	0.4	(0.6)	(1.0)
Corporate etc.	(0.1)	0.0	+0.2

(Billions of yen)			
	2024. 10-12	2025. 10-12	Change
Operating income	131.1	137.5	+6.4
Global Logistics	86.1	96.0	+9.9
Global Forwarding	145.2	41.3	(3.4)
Corporate etc.	0.2	0.1	(0.0)
Operating expense	126.5	133.1	+6.5
Global Logistics	81.3	90.6	+9.3
Global Forwarding	44.1	42.1	(2.0)
Corporate etc.	1.1	0.4	(0.6)
Net Operating income (loss) (EBIT)	4.5	4.4	(0.1)
Global Logistics	4.7	5.4	+0.6
Global Forwarding	0.6	(0.7)	(1.3)
Corporate etc.	(0.8)	(0.2)	+0.6

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	2024. 4-9	2025. 4-9	Change	2024. 4-12	2025. 4-12	Change	2024. 4-12	2025. 4-12	Change
Operating income	87.1	63.3	(23.8)	24.7	15.4	(9.2)	36.7	32.6	(4.1)	49.8	46.0	(3.7)	49.8	46.0	(3.7)
Income for rent	34.1	44.9	+10.7	9.9	12.2	+2.2	21.1	25.0	3.9	33.0	38.2	5.1	33.0	38.2	5.1
Income for sale	52.1	17.9	(34.1)	14.6	3.1	(11.5)	15.4	7.3	(8.0)	16.5	7.3	(9.1)	16.5	7.3	(9.1)
Miscellaneous income	0.7	0.3	(0.4)	0.1	0.1	+0.0	0.2	0.2	0.0	0.2	0.5	0.2	0.2	0.5	0.2
Operating expenses	62.4	48.1	(14.3)	16.1	10.4	(5.6)	26.6	22.2	(4.4)	36.9	32.2	(4.6)	36.9	32.2	(4.6)
Personnel expenses	0.9	0.8	(0.1)	0.2	0.2	(0.0)	0.4	0.3	(0.0)	0.6	0.5	(0.0)	0.6	0.5	(0.0)
Salaries and allowances, etc	0.7	0.6	(0.1)	0.1	0.1	(0.0)	0.3	0.3	(0.0)	0.5	0.4	(0.0)	0.5	0.4	(0.0)
Retirement benefit expenses	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Legal welfare expenses	0.1	0.1	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Other expenses	61.5	47.3	(14.1)	15.8	10.2	(5.6)	26.1	21.8	(4.3)	36.2	31.7	(4.5)	36.2	31.7	(4.5)
Depreciation and amortization	11.9	14.9	+3.0	3.7	3.7	+0.0	7.4	7.4	(0.0)	11.2	11.2	(0.0)	11.2	11.2	(0.0)
Taxes and dues	9.0	6.5	(2.5)	1.6	0.8	(0.7)	3.0	2.6	(0.3)	4.5	4.1	(0.3)	4.5	4.1	(0.3)
Miscellaneous expenses	40.5	25.8	(14.7)	10.5	5.6	(4.8)	15.7	11.7	(3.9)	20.5	16.2	(4.2)	20.5	16.2	(4.2)
Net operating income (loss)	24.6	15.1	(9.4)	8.6	5.0	(3.6)	10.1	10.4	0.2	12.9	13.8	0.8	12.9	13.8	0.8

												(Billions of yen)			
	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2024. 10-12	2025. 10-12	Change
Operating income	87.1	63.3	(23.8)	24.7	15.4	(9.2)	12.0	17.1	+5.1	13.1	13.4	+0.3	13.1	13.4	+0.3
Income for rent	34.1	44.9	+10.7	9.9	12.2	+2.2	11.1	12.8	+1.6	11.9	13.1	+1.2	11.9	13.1	+1.2
Income for sale	52.1	17.9	(34.1)	14.6	3.1	(11.5)	0.7	4.2	+3.4	1.0	-	(1.0)	1.0	-	(1.0)
Miscellaneous income	0.7	0.3	(0.4)	0.1	0.1	+0.0	0.0	0.1	+0.0	0.0	0.2	+0.1	0.0	0.2	+0.1
Operating expenses	62.4	48.1	(14.3)	16.1	10.4	(5.6)	10.5	11.7	+1.2	10.2	10.0	(0.2)	10.2	10.0	(0.2)
Personnel expenses	0.9	0.8	(0.1)	0.2	0.2	(0.0)	0.1	0.1	(0.0)	0.2	0.1	(0.0)	0.2	0.1	(0.0)
Salaries and allowances, etc	0.7	0.6	(0.1)	0.1	0.1	(0.0)	0.1	0.1	(0.0)	0.1	0.1	(0.0)	0.1	0.1	(0.0)
Retirement benefit expenses	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Legal welfare expenses	0.1	0.1	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Other expenses	61.5	47.3	(14.1)	15.8	10.2	(5.6)	10.3	11.5	+1.2	10.0	9.8	(0.1)	10.0	9.8	(0.1)
Depreciation and amortization	11.9	14.9	+3.0	3.7	3.7	+0.0	3.7	3.7	(0.0)	3.7	3.7	(0.0)	3.7	3.7	(0.0)
Taxes and dues	9.0	6.5	(2.5)	1.6	0.8	(0.7)	1.3	1.7	+0.3	1.5	1.5	+0.0	1.5	1.5	+0.0
Miscellaneous expenses	40.5	25.8	(14.7)	10.5	5.6	(4.8)	5.1	6.0	+0.8	4.8	4.5	(0.2)	4.8	4.5	(0.2)
Net operating income (loss)	24.6	15.1	(9.4)	8.6	5.0	(3.6)	1.5	5.4	+3.9	2.8	3.3	+0.5	2.8	3.3	+0.5

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

(2) The Real Estate Business segment of Japan Post Holdings includes real estate-related subsidiaries owned by Japan Post Holdings. Therefore, the figures of the Real Estate Business segment of Japan Post Holdings are 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

6. Volumes of Items Handled												(Thousand of items)		
	FY2023	FY2024	Change	2024. 4-6	2025. 4-6	Change	2024. 4-9	2025. 4-9	Change	2024. 4-12	2025. 4-12	Change		
Total	17,460,836	16,902,870	(557,966)	4,192,679	4,005,107	(187,572)	8,187,176	7,745,791	(441,385)	12,373,667	11,710,766	(662,901)		
Mail	13,577,689	12,566,067	(1,011,622)	3,148,397	2,969,568	(178,829)	6,142,594	5,707,297	(435,298)	9,169,295	8,533,116	(636,179)		
Domestic mail	13,554,657	12,542,869	(1,011,788)	3,142,710	2,964,068	(178,641)	6,131,619	5,696,574	(435,046)	9,151,677	8,516,454	(635,224)		
Standard mail	13,029,436	12,013,449	(1,015,987)	3,017,130	2,849,107	(168,022)	5,850,739	5,451,006	(399,733)	8,744,232	8,154,635	(589,597)		
First-class	7,084,854	6,626,997	(457,857)	1,881,246	1,763,642	(117,604)	3,569,958	3,241,399	(328,559)	5,175,637	4,744,133	(431,504)		
Second-class	4,776,053	4,486,233	(289,820)	1,092,422	1,042,267	(50,155)	2,196,211	2,101,733	(94,478)	3,404,373	3,260,776	(143,597)		
Third-class	152,020	146,736	(5,285)	36,950	35,066	(1,883)	73,498	69,860	(3,639)	112,210	105,479	(6,731)		
Fourth-class	13,301	12,506	(795)	3,351	3,013	(338)	6,597	5,905	(693)	9,625	9,158	(467)		
New Year's postcards	970,486	695,293	(275,194)											
Election mail	32,721	45,684	+12,963	3,161	5,120	+1,959	4,475	32,109	+27,634	42,387	35,090	(7,298)		
Special mail	525,220	529,420	+4,199	125,580	114,961	(10,619)	280,880	245,568	(35,312)	407,445	361,819	(45,627)		
International mail (dispatched)	23,032	23,198	+165	5,688	5,500	(188)	10,975	10,723	(252)	17,618	16,662	(956)		
Letters	13,141	13,824	+683	3,267	3,293	+25	6,311	6,465	+154	10,518	10,354	(164)		
Packages	2,294	2,320	+27	605	542	(63)	1,170	1,039	(131)	1,755	1,536	(219)		
EMS	7,598	7,053	(545)	1,816	1,665	(150)	3,495	3,219	(276)	5,345	4,772	(572)		
Domestic parcel	3,883,147	4,336,803	+453,656	1,044,281	1,035,539	(8,743)	2,044,581	2,038,494	(6,087)	3,204,372	3,177,650	(26,722)		
Yu-Pack	547,021	558,444	+11,423	129,226	132,047	+2,821	269,954	271,684	+1,730	428,105	428,082	(22)		
Yu-Packet	462,644	537,215	+74,572	126,979	135,696	+8,717	259,889	273,622	+13,732	402,573	417,214	+14,641		
Yu-Mail	2,873,482	3,241,144	+367,662	788,076	767,796	(20,281)	1,514,738	1,493,189	(21,549)	2,373,694	2,332,353	(41,340)		

(Thousand of items)											
	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change		
Total	4,192,679	4,005,107	(187,572)	3,994,497	3,740,684	(253,813)	4,186,491	3,964,975	(221,516)		
Mail	3,148,397	2,969,568	(178,829)	2,994,197	2,737,728	(256,469)	3,026,701	2,825,819	(200,881)		
Domestic mail	3,142,710	2,964,068	(178,641)	2,988,910	2,732,505	(256,405)	3,020,058	2,819,880	(200,178)		
Standard mail	3,017,130	2,849,107	(168,022)	2,833,610	2,601,899	(231,711)	2,893,493	2,703,630	(189,863)		
First-class	1,881,246	1,763,642	(117,604)	1,688,712	1,477,758	(210,954)	1,605,679	1,502,733	(102,946)		
Second-class	1,092,422	1,042,267	(50,155)	1,103,789	1,059,467	(44,322)	1,208,162	1,159,042	(49,119)		
Third-class	36,950	35,066	(1,883)	36,549	34,793	(1,755)	38,712	35,619	(3,093)		
Fourth-class	3,351	3,013	(338)	3,247	2,892	(354)	3,028	3,253	+226		
New Year's postcards											
Election mail	3,161	5,120	+1,959	1,314	26,989	+25,675	37,913	2,981	(34,932)		
Special mail	125,580	114,961	(10,619)	155,300	130,606	(24,694)	126,566	116,251	(10,315)		
International mail (dispatched)	5,688	5,500	(188)	5,287	5,223	(64)	6,642	5,939	(703)		
Letters	3,267	3,293	+25	3,043	3,172	+129	4,207	3,889	(319)		
Packages	605	542	(63)	565	497	(68)	585	497	(88)		
EMS	1,816	1,665	(150)	1,679	1,554	(125)	1,850	1,553	(297)		
Domestic parcel	1,044,281	1,035,539	(8,743)	1,000,300	1,002,956	+2,656	1,159,791	1,139,155	(20,635)		
Yu-Pack	129,226	132,047	+2,821	140,728	139,637	(1,091)	158,151	156,399	(1,752)		
Yu-Packet	126,979	135,696	+8,717	132,910	137,925	+5,015	142,684	143,592	+908		
Yu-Mail	788,076	767,796	(20,281)	726,662	725,393	(1,268)	858,956	839,164	(19,791)		

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)

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

	2024. 4-9	2025. 4-9	Change
	623	608	(15)
	173	173	(0)
	66	68	+3

	2024. 4-12	2025. 4-12	Change
	628	615	(13)
	173	173	0
	66	68	+3

Yu-Pack			
Yu-Packet			
Yu-Mail			

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

	2024. 7-9	2025. 7-9	Change
	624	610	(14)
	173	174	+1
	65	67	+2

	2024. 10-12	2025. 10-12	Change
	638	628	(10)
	173	174	+1
	65	68	+3

Notes: Figures are rounded to the nearest unit.