

Appendix : Japan Post Co. Data Supplement

May 15, 2026

1. Japan Post Co. (Consolidated)

										(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	FY2024	FY2025	Change
Operating income	3,323.7	3,442.3	+118.6	830.5	894.7	+64.1	1,641.3	1,775.4	+134.0	2,593.1	2,741.1	+148.0	3,442.3	3,651.1	+208.7
Postal service business income	1,960.3	2,065.3	+104.9	474.5	567.5	+93.0	930.8	1,108.5	+177.6	1,535.6	1,718.9	+183.3	2,065.3	2,282.4	+217.0
Commissions for banking business consignment	316.1	302.8	(13.2)	81.6	79.9	(1.7)	157.7	154.2	(3.4)	233.4	228.9	(4.5)	302.8	297.8	(5.0)
Commissions for life insurance business consignment	125.6	111.4	(14.1)	30.4	22.4	(8.0)	59.1	45.0	(14.0)	85.3	67.1	(18.1)	111.4	89.8	(21.6)
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	303.0	320.6	+17.6
International logistics business income	448.2	511.1	+62.9	124.6	109.0	(15.5)	264.6	231.5	(33.0)	395.6	369.0	(26.6)	511.1	504.4	(6.7)
Other operating income	173.3	148.4	(24.8)	43.4	35.5	(7.9)	77.3	75.6	(1.7)	115.7	116.5	+0.8	148.4	155.8	+7.3
Operating expenses	3,317.3	3,438.8	+121.4	845.3	883.1	+37.8	1,703.9	1,779.6	+75.7	2,586.1	2,721.9	+135.7	3,438.8	3,628.8	+189.9
Personnel expenses	2,108.0	2,131.5	+23.4	532.2	543.6	+11.3	1,060.6	1,088.4	+27.7	1,600.6	1,644.3	+43.6	2,131.5	2,175.7	+44.2
Other expenses	1,209.3	1,307.3	+98.0	313.0	339.4	+26.4	643.2	691.1	+47.9	985.5	1,077.6	+92.1	1,307.3	1,453.0	+145.7
Net operating income (loss)	6.3	3.5	(2.8)	(14.7)	11.5	+26.3	(62.6)	(4.2)	+58.3	6.9	19.2	+12.3	3.5	22.2	+18.7
Non-operating income	7.7	11.0	+3.3	1.6	3.1	+1.5	3.6	6.2	+2.5	4.9	10.0	+5.1	11.0	15.6	+4.5
Non-operating expenses	11.9	12.0	+0.1	2.9	6.3	+3.3	6.2	10.5	+4.3	8.9	14.7	+5.7	12.0	19.5	+7.4
Net ordinary income (loss)	2.1	2.5	+0.3	(16.0)	8.4	+24.4	(65.1)	(8.5)	+56.5	2.9	14.6	+11.7	2.5	18.4	+15.8
Extraordinary gains	18.6	7.5	(11.0)	0.6	0.4	(0.2)	4.1	10.7	+6.6	5.9	12.1	+6.1	7.5	23.4	+15.8
Extraordinary losses	5.7	5.1	(0.5)	0.4	2.4	+2.0	2.9	3.7	+0.7	3.9	5.8	+1.9	5.1	12.6	+7.4
Income (loss) before income taxes	15.1	4.9	(10.1)	(15.7)	6.3	+22.1	(63.9)	(1.5)	+62.4	4.9	20.8	+15.9	4.9	29.1	+24.2
Total income taxes	7.8	7.6	(0.2)	2.2	3.1	+0.9	4.0	6.7	+2.7	6.7	9.9	+3.1	7.6	9.5	+1.9
Net income (loss)	7.2	(2.7)	(9.9)	(17.9)	3.1	+21.1	(68.0)	(8.2)	+59.7	(1.7)	10.9	+12.7	(2.7)	19.6	+22.3
Net income (loss) attributable to non-controlling interests	0.0	1.5	+1.4	0.2	0.7	+0.4	0.2	0.9	+0.7	0.7	1.5	+0.7	1.5	2.3	+0.8
Net income (loss) attributable to Japan Post Co.	7.2	(4.2)	(11.4)	(18.2)	2.4	+20.7	(68.3)	(9.2)	+59.0	(2.5)	9.4	+12.0	(4.2)	17.2	+21.4

										(billions of yen)		
	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Operating income	830.5	894.7	+64.1	810.7	880.6	+69.9	951.7	965.7	+13.9	849.2	909.9	+60.6
Postal service business income	474.5	567.5	+93.0	456.3	540.9	+84.6	604.7	610.4	+5.7	529.7	563.4	+33.7
Commissions for banking business consignment	81.6	79.9	(1.7)	76.0	74.3	(1.7)	75.6	74.6	(1.0)	69.4	68.9	(0.5)
Commissions for life insurance business consignment	30.4	22.4	(8.0)	28.6	22.6	(6.0)	26.2	22.1	(4.0)	26.0	22.6	(3.4)
Funds to maintain post office network	75.7	80.1	+4.4	75.7	80.1	+4.4	75.7	80.1	+4.4	75.7	80.1	+4.4
International logistics business income	124.6	109.0	(15.5)	140.0	122.5	(17.5)	130.9	137.4	+6.4	115.5	135.4	+19.9
Other operating income	43.4	35.5	(7.9)	33.8	40.0	+6.2	38.4	40.9	+2.5	32.7	39.2	+6.5
Operating expenses	845.3	883.1	+37.8	858.5	896.4	+37.9	882.2	942.2	+60.0	852.6	906.9	+54.2
Personnel expenses	532.2	543.6	+11.3	528.4	544.8	+16.4	539.9	555.8	+15.8	530.8	531.4	+0.6
Other expenses	313.0	339.4	+26.4	330.1	351.6	+21.4	342.3	386.4	+44.1	321.8	375.4	+53.6
Net operating income (loss)	(14.7)	11.5	+26.3	(47.8)	(15.8)	+32.0	69.5	23.5	(46.0)	(3.4)	3.0	+6.4
Non-operating income	1.6	3.1	+1.5	2.0	3.0	+0.9	1.2	3.8	+2.5	6.1	5.5	(0.5)
Non-operating expenses	2.9	6.3	+3.3	3.3	4.2	+0.9	2.7	4.1	+1.4	3.0	4.7	+1.7
Net ordinary income (loss)	(16.0)	8.4	+24.4	(49.1)	(17.0)	+32.1	68.1	23.2	(44.8)	(0.3)	3.7	+4.1
Extraordinary gains	0.6	0.4	(0.2)	3.4	10.3	+6.9	1.8	1.3	(0.4)	1.6	11.2	+9.6
Extraordinary losses	0.4	2.4	+2.0	2.5	1.2	(1.2)	1.0	2.1	+1.1	1.2	6.7	+5.5
Income (loss) before income taxes	(15.7)	6.3	+22.1	(48.2)	(7.8)	+40.3	68.9	22.4	(46.5)	(0.0)	8.2	+8.2
Total income taxes	2.2	3.1	+0.9	1.8	3.5	+1.7	2.6	3.1	+0.4	0.9	(0.3)	(1.2)
Net income (loss)	(17.9)	3.1	+21.1	(50.0)	(11.4)	+38.6	66.2	19.2	(46.9)	(0.9)	8.6	+9.5
Net income (loss) attributable to non-controlling interests	0.2	0.7	+0.4	(0.0)	0.2	+0.2	0.4	0.5	+0.0	0.7	0.8	+0.0
Net income (loss) attributable to Japan Post Co.	(18.2)	2.4	+20.7	(50.0)	(11.6)	+38.3	65.7	18.7	(47.0)	(1.6)	7.8	+9.4

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	2024. 4-9	2025. 4-9	Change	2024. 4-12	2025. 4-12	Change	FY2024	FY2025	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	2,080.8	2,297.5	+216.7
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	2,119.2	2,309.4	+190.1
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	1,291.5	1,349.3	+57.7
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	1,066.4	1,120.7	+54.2
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	49.1	46.1	(2.9)
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	175.9	182.3	+6.4
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	827.6	960.1	+132.4
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	198.2	201.2	+3.0
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	79.8	90.5	+10.7
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	27.9	30.1	+2.2
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	279.9	347.5	+67.5
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	241.7	290.6	+48.9
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	(38.3)	(11.8)	+26.5

(billions of yen)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Operating income	478.3	570.9	+92.6	460.8	544.8	+83.9	608.5	614.6	+6.1	533.1	567.0	+33.9
Operating expenses	514.8	570.5	+55.6	519.1	570.9	+51.7	551.6	598.9	+47.3	533.6	569.0	+35.3
Personnel expenses	320.7	336.4	+15.7	318.3	336.7	+18.4	329.2	344.5	+15.3	323.2	331.5	+8.2
Salaries and allowances, etc.	264.4	278.7	+14.2	262.5	278.4	+15.8	272.5	286.0	+13.5	266.9	277.5	+10.6
Retirement benefit expenses	12.2	12.2	(0.0)	12.2	12.4	+0.1	12.2	12.3	+0.1	12.2	9.1	(3.1)
Legal welfare expenses	43.9	45.4	+1.4	43.4	45.9	+2.4	44.4	46.1	+1.7	44.0	44.8	+0.8
Other expenses	194.1	234.0	+39.9	200.8	234.1	+33.3	222.3	254.4	+32.0	210.3	237.4	+27.1
Postal service business consignment expenses	48.2	50.0	+1.7	47.9	49.3	+1.3	52.7	52.0	(0.6)	49.2	49.8	+0.5
Depreciation and amortization	19.6	22.3	+2.6	19.5	22.4	+2.8	19.9	22.6	+2.6	20.6	23.1	+2.5
Taxes and dues	6.3	7.8	+1.4	6.5	7.2	+0.7	7.5	7.4	(0.0)	7.3	7.5	+0.1
Collection, transport and delivery outsourcing expenses	65.9	85.0	+19.1	68.9	84.5	+15.5	77.5	94.6	+17.1	67.5	83.2	+15.6
Miscellaneous expenses	53.9	68.8	+14.9	57.7	70.6	+12.8	64.5	77.5	+12.9	65.4	73.7	+8.2
Net operating income (loss)	(364.0)	0.4	+36.9	(58.2)	(26.0)	+32.2	56.9	15.6	(41.2)	(0.5)	(1.9)	(1.4)

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

													(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	FY2024	FY2025	Change
Operating income	1,026.9	1,008.7	(18.1)	256.3	254.6	(1.6)	508.4	506.1	(2.2)	766.0	764.8	(1.2)	1,008.7	1,013.9	+5.2
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	198.2	201.2	+3.0
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)	302.8	297.8	(5.0)
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)	111.4	89.8	(21.6)
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	303.0	320.6	+17.6
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	93.1	104.3	+11.1
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)	35.2	34.6	(0.6)
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)	8.3	7.2	(1.0)
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	49.6	62.5	+12.9
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	985.5	1,006.9	+21.4
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	705.7	697.7	(8.0)
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	577.2	574.6	(2.6)
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)	33.5	28.6	(4.9)
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	94.8	94.4	(0.4)
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	279.7	309.2	+29.4
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	28.3	29.2	+0.8
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	13.9	13.7	(0.2)
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	237.4	266.2	+28.8
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)	23.1	6.9	(16.2)

													(billions of yen)		
				2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Operating income				256.3	254.6	(1.6)	252.1	251.5	(0.5)	257.6	258.6	+0.9	242.6	249.1	+6.4
Postal service commissions				48.2	50.0	+1.7	47.9	49.3	+1.3	52.7	52.0	(0.6)	49.2	49.8	+0.5
Banking commissions				81.6	79.9	(1.7)	76.0	74.3	(1.7)	75.6	74.6	(1.0)	69.4	68.9	(0.5)
Insurance commissions				30.4	22.4	(8.0)	28.6	22.6	(6.0)	26.2	22.1	(4.0)	26.0	22.6	(3.4)
Funds to maintain post office network				75.7	80.1	+4.4	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	22.1	27.5	+5.4
Merchandising business				6.5	6.6	0.0	9.6	9.3	(0.2)	14.0	13.5	(0.4)	5.0	4.9	(0.0)
Third-party financial product agency services				2.0	1.8	(0.2)	2.3	2.0	(0.2)	2.0	1.7	(0.3)	1.9	1.6	(0.2)
Miscellaneous income				11.4	13.6	+2.1	11.7	13.6	+1.8	11.2	14.2	+3.0	15.1	20.9	+5.7
Operating expenses				242.4	248.4	+6.0	244.2	249.4	+5.2	249.4	257.7	+8.2	249.4	251.3	+1.9
Personnel expenses				177.7	176.0	(1.7)	176.3	176.1	(0.1)	177.1	179.0	+1.9	174.5	166.4	(8.0)
Salaries and allowances, etc.				145.8	144.3	(1.4)	144.1	144.0	(0.1)	144.8	146.6	+1.8	142.4	139.4	(2.9)
Retirement benefit expenses				8.3	8.2	(0.1)	8.3	8.2	(0.1)	8.4	8.2	(0.1)	8.3	3.8	(4.5)
Legal welfare expenses				23.4	23.3	(0.1)	23.7	23.8	+0.1	23.9	24.1	+0.1	23.7	23.1	(0.5)
Other expenses				64.6	72.4	+7.7	67.9	73.2	+5.3	72.2	78.6	+6.3	74.8	84.9	+10.0
Depreciation and amortization				6.8	7.2	+0.4	7.0	7.1	+0.1	7.2	7.2	+0.0	7.3	7.5	+0.2
Taxes and dues				3.2	3.2	(0.0)	3.7	3.8	+0.0	3.4	3.5	+0.0	3.5	3.2	(0.3)
Miscellaneous expenses				54.6	61.9	+7.3	57.1	62.2	+5.1	61.6	67.8	+6.2	64.0	74.1	+10.1
Net operating income				13.8	6.2	(7.6)	7.8	2.0	(5.8)	8.1	0.9	(7.2)	(6.7)	(2.2)	+4.5

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.

4. International Logistics 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	FY2024	FY2025	Change
Operating income	448.8	511.7	+62.9	124.7	109.2	(15.5)	264.9	231.9	(33.0)	396.0	369.5	(26.5)	511.7	505.1	(6.6)
Global Logistics	324.9	328.7	+3.7	82.1	72.9	(9.2)	164.2	155.3	(8.8)	250.3	251.4	+1.1	328.7	348.5	+19.8
Global Forwarding	123.1	182.3	+59.2	42.4	36.2	(6.2)	100.4	76.3	(24.1)	145.2	117.6	(27.5)	182.3	156.1	(26.2)
Corporate etc.	0.6	0.5	(0.1)	0.1	0.1	(0.0)	0.2	0.2	(0.0)	0.4	0.3	(0.1)	0.5	0.3	(0.1)
Operating expense	439.2	498.3	+59.1	123.7	108.8	(14.9)	260.3	227.6	(32.6)	386.9	360.8	(26.0)	498.3	491.2	(7.0)
Global Logistics	310.5	312.0	+1.4	79.6	70.4	(9.2)	158.4	148.5	(9.9)	239.7	239.1	(0.6)	312.0	330.8	+18.7
Global Forwarding	124.4	182.7	58.3	42.6	36.5	(6.1)	100.2	77.2	(22.9)	144.3	119.3	(25.0)	182.7	158.5	(24.2)
Corporate etc.	4.1	3.5	(0.6)	1.4	1.8	0.4	1.6	1.9	0.2	2.7	2.3	(0.4)	3.5	1.8	(1.6)
Net Operating income (loss) (EBIT)	9.5	13.3	+3.7	0.9	0.4	(0.5)	4.5	4.2	(0.3)	9.1	8.6	(0.4)	13.3	13.8	+0.4
Global Logistics	14.3	16.7	+2.3	2.5	2.5	+0.0	5.7	6.8	+1.0	10.5	12.2	+1.7	16.7	17.7	+1.0
Global Forwarding	(1.3)	(0.3)	+0.9	(0.2)	(0.3)	(0.1)	0.2	(0.9)	(1.1)	0.8	(1.6)	(2.5)	(0.3)	(2.4)	(2.0)
Corporate etc.	(3.4)	(2.9)	+0.5	(1.3)	(1.7)	(0.4)	(1.4)	(1.6)	(0.2)	(2.3)	(1.9)	+0.3	(2.9)	(1.4)	+1.4

(billions of yen)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Operating income	124.7	109.2	(15.5)	140.1	122.6	(17.5)	131.1	137.5	+6.4	115.6	135.6	+19.9
Global Logistics	82.1	72.9	(9.2)	82.0	82.4	+0.3	86.1	96.0	+9.9	78.4	97.1	+18.7
Global Forwarding	42.4	36.2	(6.2)	57.9	40.0	(17.9)	145.2	41.3	(3.4)	37.1	38.4	+1.3
Corporate etc.	0.1	0.1	(0.0)	0.1	0.1	+0.0	0.2	0.1	(0.0)	0.1	0.0	(0.0)
Operating expense	123.7	108.8	(14.9)	136.5	118.8	(17.7)	126.5	133.1	+6.5	111.4	130.4	+18.9
Global Logistics	79.6	70.4	(9.2)	78.8	78.1	(0.6)	81.3	90.6	+9.3	72.2	91.6	+19.3
Global Forwarding	42.6	36.5	(6.1)	57.5	40.7	(16.8)	44.1	42.1	(2.0)	38.4	39.1	0.7
Corporate etc.	1.4	1.8	0.4	0.2	0.0	(0.2)	1.1	0.4	(0.6)	0.7	(0.4)	(1.1)
Net Operating income (loss) (EBIT)	0.9	0.4	(0.5)	3.5	3.8	+0.2	4.5	4.4	(0.1)	4.2	5.2	+0.9
Global Logistics	2.5	2.5	+0.0	3.2	4.3	+1.0	4.7	5.4	+0.6	6.1	5.4	(0.6)
Global Forwarding	(0.2)	(0.3)	(0.1)	0.4	(0.6)	(1.0)	0.6	(0.7)	(1.3)	(1.2)	(0.7)	+0.5
Corporate etc.	(1.3)	(1.7)	(0.4)	(0.1)	0.0	+0.2	(0.8)	(0.2)	+0.6	(0.6)	0.4	+1.1

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	FY2024	FY2025	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)	63.3	60.7	(2.5)
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	44.9	51.9	+6.9
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)	17.9	8.1	(9.7)
Other 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	0.3	0.6	+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)	48.1	43.1	(5.0)
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)	0.8	0.7	(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)	0.6	0.5	(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)	0.1	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)	47.3	42.4	(4.9)
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)	14.9	14.9	(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)	6.5	6.0	(0.4)
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)	25.8	21.3	(4.4)
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	15.1	17.5	+2.4

(billions of yen)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Operating income	24.7	15.4	(9.2)	12.0	17.1	+5.1	13.1	13.4	+0.3	13.4	14.6	+1.2
Income for rent	9.9	12.2	+2.2	11.1	12.8	+1.6	11.9	13.1	+1.2	11.8	13.6	+1.7
Income for sale	14.6	3.1	(11.5)	0.7	4.2	+3.4	1.0	-	(1.0)	1.4	0.8	(0.6)
Other Income	0.1	0.1	+0.0	0.0	0.1	+0.0	0.0	0.2	+0.1	0.0	0.1	+0.0
Operating expenses	16.1	10.4	(5.6)	10.5	11.7	+1.2	10.2	10.0	(0.2)	11.2	10.8	(0.4)
Personnel expenses	0.2	0.2	(0.0)	0.1	0.1	(0.0)	0.2	0.1	(0.0)	0.1	0.1	(0.0)
Salaries and allowances, etc	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)
Legal welfare 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)
Other expenses	15.8	10.2	(5.6)	10.3	11.5	+1.2	10.0	9.8	(0.1)	11.0	10.7	(0.3)
Depreciation and amortization	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	1.6	0.8	(0.7)	1.3	1.7	+0.3	1.5	1.5	+0.0	2.0	1.8	(0.1)
Miscellaneous expenses	10.5	5.6	(4.8)	5.1	6.0	+0.8	4.8	4.5	(0.2)	5.2	5.0	(0.2)
Net operating income (loss)	8.6	5.0	(3.6)	1.5	5.4	+3.9	2.8	3.3	+0.5	2.1	3.7	+1.6

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

(2) The Real Estate Business segment of Japan Post Holdings includes 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 FY 2023 have adjusted accordingly.

6. Volumes of Items Handled

(thousands 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	FY2024	FY2025	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)	16,902,870	16,053,316	(849,554)
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)	12,566,067	11,751,035	(815,032)
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)	12,542,869	11,729,264	(813,605)
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)	12,013,449	11,248,984	(764,465)
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)	6,626,997	6,188,100	(438,897)
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)	4,486,233	4,337,511	(148,722)
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)	146,736	138,174	(8,562)
Fourth-class	13,301	12,506	(795)	3,351	3,013	(338)	6,597	5,905	(693)	9,625	9,158	(467)	12,506	11,887	(619)
New Year's post	970,486	695,293	(275,194)										695,293	507,100	(188,192)
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)	45,684	66,211	+ 20,526
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)	529,420	480,280	(49,140)
International mail (dispatch)	23,032	23,198	+ 165	5,688	5,500	(188)	10,975	10,723	(252)	17,618	16,662	(956)	23,198	21,771	(1,427)
Letters	13,141	13,824	+ 683	3,267	3,293	+ 25	6,311	6,465	+ 154	10,518	10,354	(164)	13,824	13,284	(540)
Packages	2,294	2,320	+ 27	605	542	(63)	1,170	1,039	(131)	1,755	1,536	(219)	2,320	2,062	(258)
EMS	7,598	7,053	(545)	1,816	1,665	(150)	3,495	3,219	(276)	5,345	4,772	(572)	7,053	6,424	(629)
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)	4,336,803	4,302,281	(34,522)
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)	558,444	565,469	+ 7,025
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	537,215	562,553	+ 25,337
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)	3,241,144	3,174,259	(66,884)

(thousands of items)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	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)	4,529,203	4,342,550	(186,652)
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)	3,396,772	3,217,919	(178,853)
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)	3,391,192	3,212,810	(178,381)
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)	3,269,217	3,094,349	(174,868)
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)	1,451,360	1,443,968	(7,392)
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)	1,081,861	1,076,736	(5,125)
Third-class	36,950	35,066	(1,883)	36,549	34,793	(1,755)	38,712	35,619	(3,093)	34,526	32,695	(1,831)
Fourth-class	3,351	3,013	(338)	3,247	2,892	(354)	3,028	3,253	+ 226	2,881	2,729	(152)
New Year's postcards										695,293	507,100	(188,192)
Election mail	3,161	5,120	+ 1,959	1,314	26,989	+ 25,675	37,913	2,981	(34,932)	3,297	31,121	+ 27,824
Special mail	125,580	114,961	(10,619)	155,300	130,606	(24,694)	126,566	116,251	(10,315)	121,974	118,461	(3,513)
International mail (dispatched)	5,688	5,500	(188)	5,287	5,223	(64)	6,642	5,939	(703)	5,580	5,109	(471)
Letters	3,267	3,293	+ 25	3,043	3,172	+ 129	4,207	3,889	(319)	3,306	2,931	(376)
Packages	605	542	(63)	565	497	(68)	585	497	(88)	565	527	(39)
EMS	1,816	1,665	(150)	1,679	1,554	(125)	1,850	1,553	(297)	1,708	1,652	(57)
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)	1,132,431	1,124,632	(7,799)
Yu-Pack	129,226	132,047	+ 2,821	140,728	139,637	(1,091)	158,151	156,399	(1,752)	130,339	137,387	+ 7,048
Yu-Packet	126,979	135,696	+ 8,717	132,910	137,925	+ 5,015	142,684	143,592	+ 908	134,642	145,339	+ 10,697
Yu-Mail	788,076	767,796	(20,281)	726,662	725,393	(1,268)	858,956	839,164	(19,791)	867,450	841,906	(25,544)

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	2024. 4-6	2025. 4-6	Change	2024. 4-9	2025. 4-9	Change	2024. 4-12	2025. 4-12	Change	FY2024	FY2025	Change
Yu-Pack	640	624	(16)	622	605	(16)	623	608	(15)	628	615	△13	624	609	(15)
Yu-Packet	175	173	(3)	173	172	(2)	173	173	(0)	173	173	+ 0	173	173	+ 0
Yu-Mail	66	65	(1)	66	69	+ 3	66	68	+ 3	66	68	+ 3	65	67	+ 3

(yen)

	2024. 4-6	2025. 4-6	Change	2024. 7-9	2025. 7-9	Change	2024. 10-12	2025. 10-12	Change	2025. 1-3	2026. 1-3	Change
Yu-Pack	622	605	△ 16	624	610	(14)	638	628	△10	610	590	(20)
Yu-Packet	173	172	△ 2	173	174	+ 1	173	174	+ 1	172	172	+ 0
Yu-Mail	66	69	+ 3	65	67	+ 2	65	68	+ 3	62	65	+ 3

(yen)

Notes : Figures are rounded to the nearest unit.