

UNOFFICIAL TRANSLATION

Although the Company pays close attention to provide English translation of the information disclosed in Japanese, the Japanese original prevails over its English translation in the case of any discrepancy.

Material For Small Meeting

June,2026

JAPAN POST HOLDINGS

(Security Code : 6178)



JAPAN POST HOLDINGS

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Executive Summary

Key points of JP Plan 2028

- ON May 15, 2026, we announced a new Medium-term Management Plan, “JP Plan 2028,” covering the three-year period from FY2026.
- We aim to simultaneously ensure the sustainability of universal service and achieve growth in new business areas and other fields.

Key points of JP Plan 2028

① Materialization of shifting management resources to growth areas

- **Structural reform of universal service in the postal business and the post office business**
 - Consolidation of collection and delivery post offices (approx. 3,200 post offices to approx. 2,700 post offices)
 - Appropriate personnel deployment
 - Review postal services to ensure their sustainable provision
- **Investments in growth areas including the real estate business and the logistics business and growth profit**
 - Development of the sites of former collection and delivery bases in conjunction with their consolidation
 - Transformation into a comprehensive logistics company

② Proactive information disclosure in light of market feedback

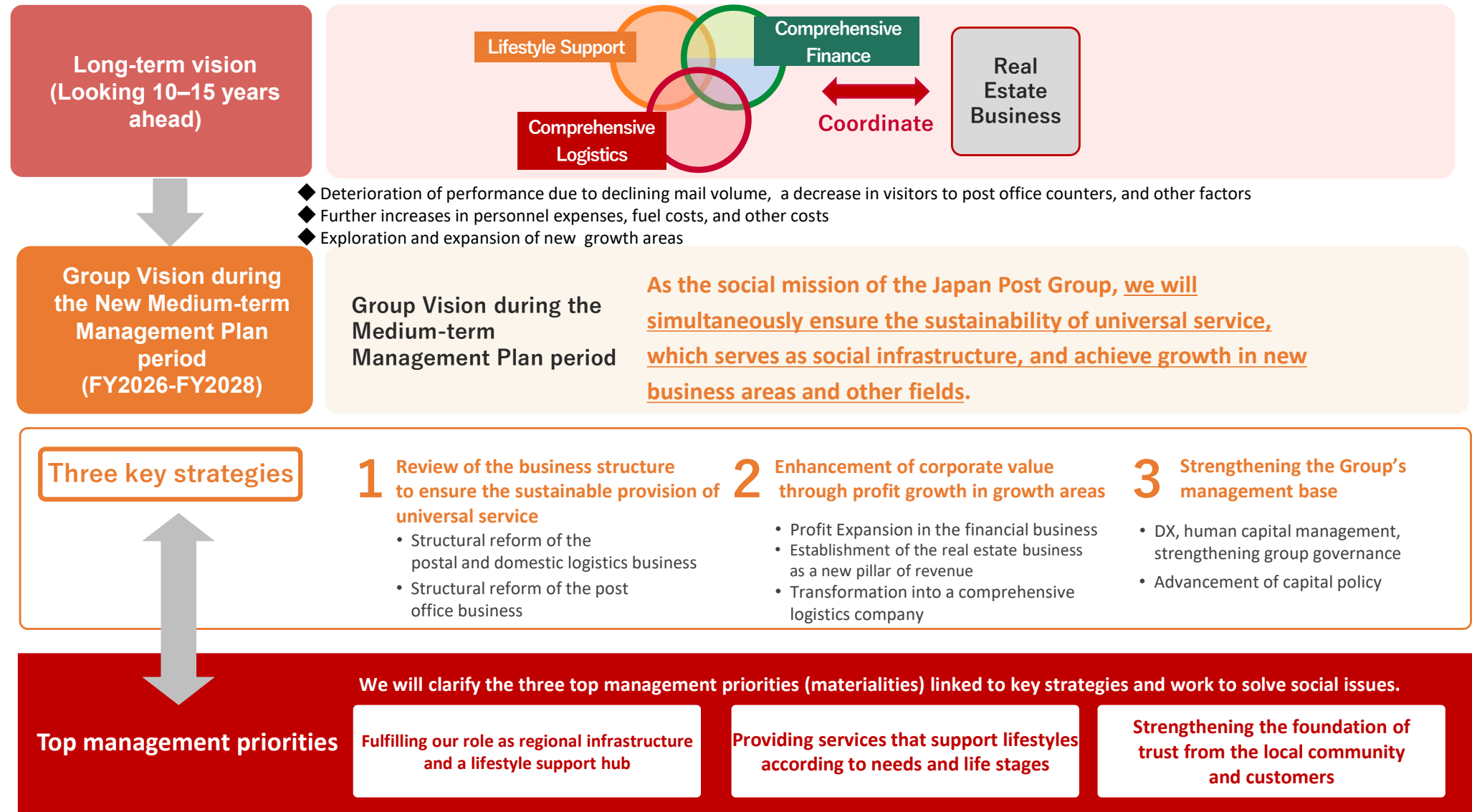
- **Disclosure of cash allocation excluding the two financial subsidiaries**
- **Clarification of the shareholder return policy**
 - Cumulative total shareholder return ratio of 50% or more over the Medium-term Management Plan period
 - Increasing dividend to ¥60 and introducing a progressive dividend policy

③ Strengthening governance

- **Organizational and structural reforms for recurrence prevention of misconduct**
 - Establishing a new organization at branches, etc. that provides detailed guidance and support to ensure compliance and business quality

Positioning and Key Strategies of the New Medium-term Management Plan

- Given the current situation in which the postal service and post office network, which is the foundation supporting our three platforms, face challenges in providing sustainable universal service due to a significant decline in mail volume and fewer visitors to post office counters, the vision of this new Medium-term Management Plan as the first step toward our desired state is **to simultaneously ensure the sustainability of universal service, and aim to achieve growth in new business areas and other fields.**



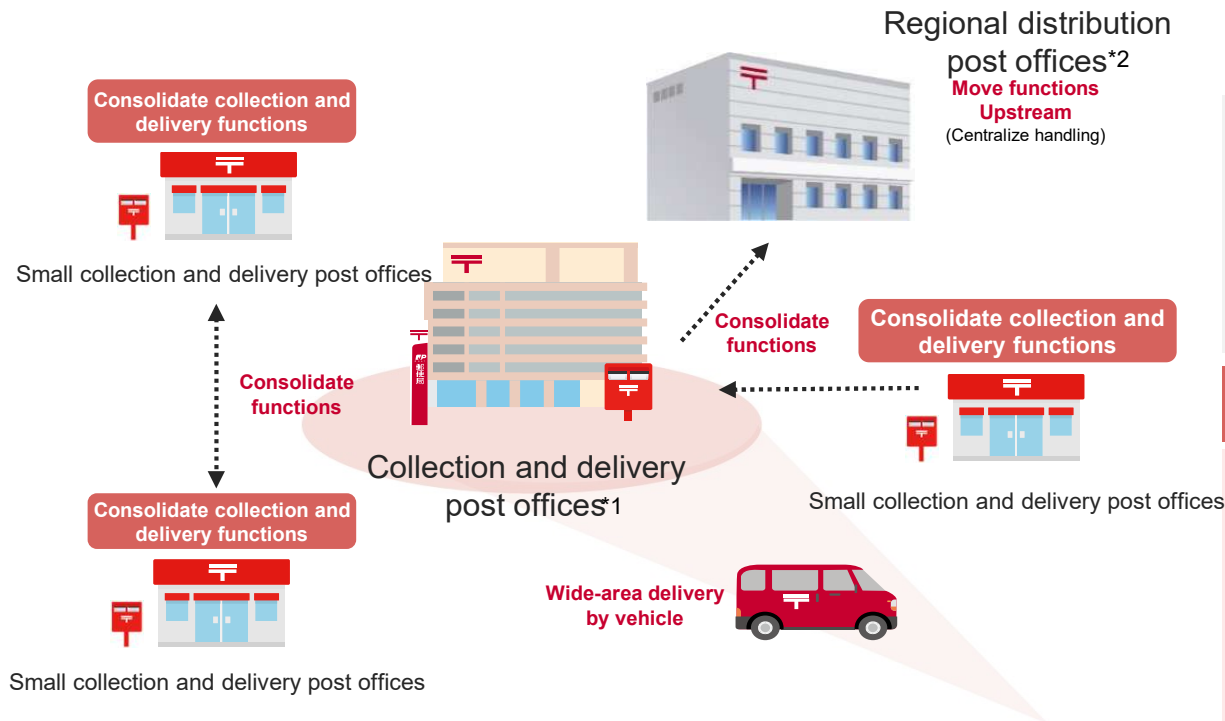
① Materialization of shifting management resources to growth areas

Structural Reform of the Postal and Domestic Logistics Business Streamline Operations Through Consolidation of Collection and Delivery Bases

- ▶ Streamline operations by consolidating bases and other measures to establish a sustainable collection and delivery system in the face of declining mail volume
- ▶ Aim to expand revenues by converting some post offices in urban areas to real estate development and other uses

Consolidation of collection and delivery bases

Optimize the placement of bases by consolidating collection and delivery functions in regional areas with low population density



Scale of consolidation of collection and delivery bases

Approx. 3,200 bases



Approx. 2,700 bases

We will aim to consolidate approx. 500 bases

Expected effects

- Efficiency gains from consolidating 500 bases: Approx. ¥ 5.0 billion
- The reduction in the number of bases will also contribute to strengthening governance

Operations at bases after consolidation




- Implement measures to build an efficient collection and delivery system that covers a wide area
- Centralize the handling of mail and parcels at regional distribution post offices
- Implement flexible operations to deliver mail and parcels together using four-wheeled vehicles and other means
- Implement collection and delivery operations and other tasks performed by post office counter employees by utilizing the flexible adjustment of counter operating hours
- Increase earning power through measures such as contracted delivery of parcels from other companies

*1 Collection and delivery post offices: Large post offices with collection and delivery functions

*2 Regional distribution post offices: Extremely large post offices that serve as regional hubs in each prefecture or region

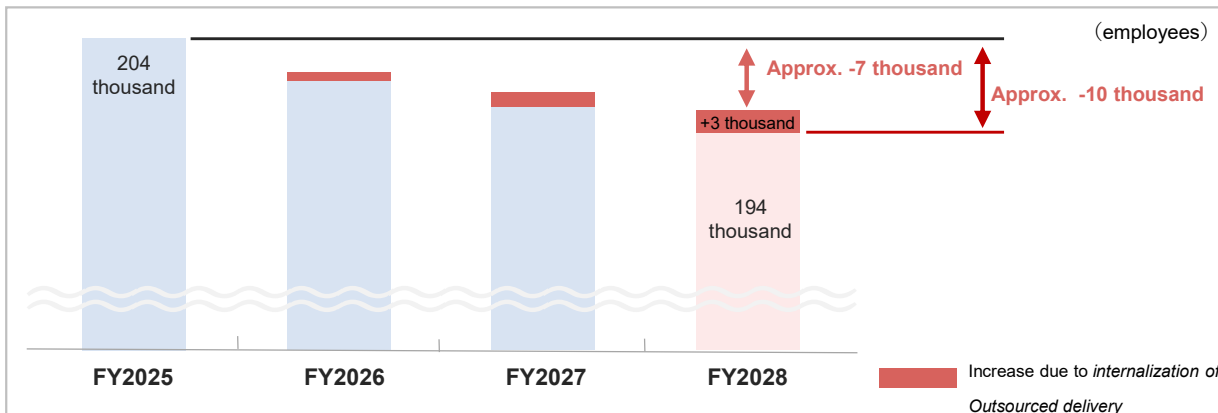
① Materialization of shifting management resources to growth areas Structural Reform of the Postal and Domestic Logistics Business Optimize Deployment of Personnel by Improving Productivity

- ▶ Strategically optimize the deployment of personnel by improving productivity and upgrading personnel management, while assuming a reduction in personnel in line with declining mail volume

Transport 	Base placement / in-house work 	Collection and delivery 
<ul style="list-style-type: none"> ■ Set efficient transportation services through the use of AI technology and other means ✓ AI scheduling ✓ Joint operations with other companies ✓ Improvement of loading rate 	<ul style="list-style-type: none"> ■ Adjust base placement in accordance with the declining mail volume <ul style="list-style-type: none"> ✓ Consolidate collection and delivery bases from approx. 3,200 bases to approx. 2,700 bases ■ Aggressively implement labor-saving investments <ul style="list-style-type: none"> ✓ Streamline and standardize operations utilizing AI technology and other means ✓ Space-saving packet sorting machines ✓ Utilize advanced technologies such as robotic arms ■ Streamlining of corporate functions (Head Office, etc.) <ul style="list-style-type: none"> ✓ Reduction of fixed costs 	<ul style="list-style-type: none"> ■ Flexible personnel deployment <ul style="list-style-type: none"> ✓ Flexible delivery area setting and personnel deployment according to workload and regional characteristics ✓ Expansion of in-house parcel delivery (reduction of outsourcing costs) ■ Streamline collection and delivery operations through the use of AI technology and other means <ul style="list-style-type: none"> ✓ Utilize telematics routing systems ✓ Use AI for more precise forecasting of delivery volume

Improve productivity in each work process and optimize personnel deployment

Number of employees in the postal and domestic logistics business segment(target)



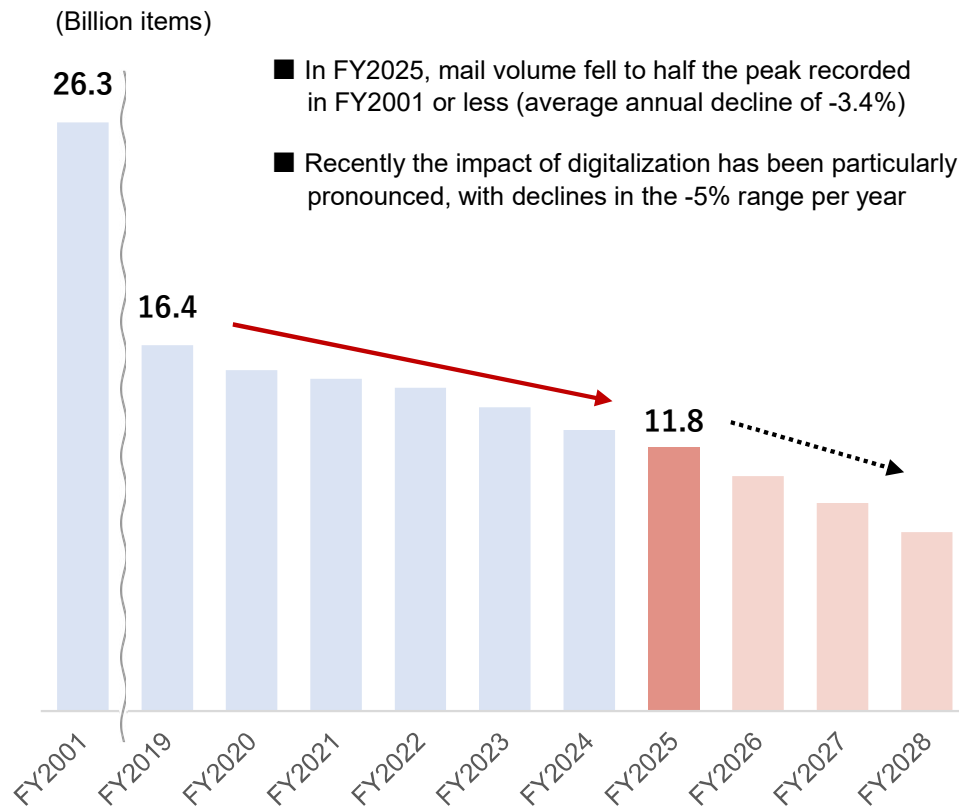
• In addition to **reviewing the collection and delivery system** in line with the declining mail volume, implementing **labor-saving investments**, and **simplifying operations**, optimize personnel deployment through measures such as the utilization of spot workers

These initiatives are expected to result in a reduction of approx. 10 thousand employees
[204 thousand employees in FY2025 ⇒ 194 thousand employees in FY2028]

*However, the internalization of outsourced delivery will add approx. 3 thousand employees, resulting in a net reduction of **approx. 7 thousand employees overall**

① Materialization of shifting management resources to growth areas Structural Reform of the Postal and Domestic Logistics Business Review of Postal Services to Ensure Their Sustainable Provision in the Future

- ▶ The mail volume is declining at an accelerated pace due to advances in digitalization and other factors, which realizes challenges in providing sustainable universal service in postal business. To ensure the sustainable provision of postal services, which is the Group’s mission, we will improve profitability through improvements in productivity, thorough cost reduction, and initiatives to increase revenues.
- ▶ Postal services are an essential foundation for the socio-economy, and the sustainable provision of these services is the mission of the Group. As such, we aim to improve profit and loss through initiatives such as productivity improvements that leverage digital technologies, etc., thorough cost reductions through personnel management, etc., and expansion of revenues.
- ▶ On this basis, we will consider reviewing various postal service fees mainly in light of user needs and costs, and request a review of service levels currently required by law, with the aim of achieving a stable balance between revenues and expenditures.
- ▶ In addition, we will implement a review of business segments to enhance management in accordance with the business characteristics of the postal and parcel businesses.



- **Curb the decline in mail volume through service improvements and enhancing the appeal of postal products**
 - Service improvement through expansion of delivery notifications to tracked mail
 - Enhancement of the appeal of postal products (promotion of New Year’s postcard usage among young people, promotion of advertising mail usage)
- **Productivity enhancement in line with the declining mail volume, etc.**
 - Collection, delivery, and transport operations utilizing AI technology, etc.
 - Flexible personnel deployment according to workload
 - Streamlining and review of products and services

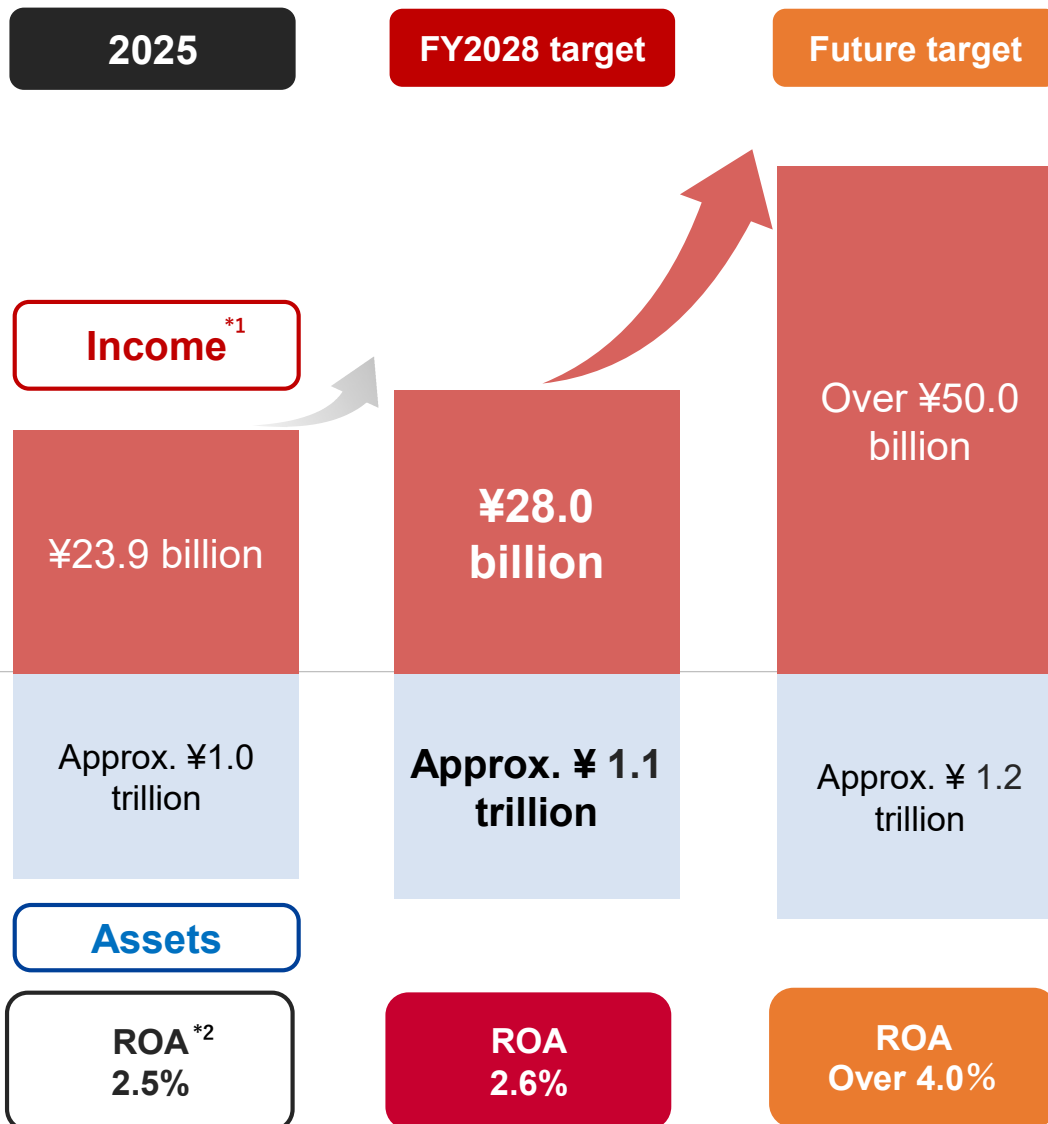
Current service level, etc.

Delivery frequency: 5 days a week	Number of post boxes: 180,000
Delivery time: within 4 days	
Standard size mail 50g or less 110 yen	Standard postcard 2g or more and less than 6g 85 yen

To ensure the sustainable provision of postal services, we will promote initiatives of thorough cost reductions and expansion of revenues. We will then consider reviewing various postal service fees mainly in light of needs and costs and request a review of service levels.

① Materialization of shifting management resources to growth areas Establishment of the Real Estate Business as a New Pillar of Revenue Numerical Targets for FY2028 and Beyond

- ▶ While carefully assessing the management environment such as rising construction costs, we will gradually expand our business scope in an aim to increase profits and improve profitability.
- ▶ While expanding the scale of business, we will also aim for further improvement in asset efficiency through means such as controlling the balance sheet through strategic liquidation of group-owned real estate.



Profit growth and profitability improvement by expansion of business scope

- (1) Leasing business (recurring-revenue business)**
 - Complete construction of properties under development and commercially develop those earmarked for potential development
 - Further improve profit and loss of properties in operation (increase in rental revenue, cost reductions, etc.)
 - Conduct appropriate maintenance of properties in operation (reduction in depreciation expense for equipment)
- (2) Built-for-sale and rotational-type businesses (one-time-fee businesses)**
 - Strengthen the built-for-sale condominium business
 - Develop the rotational-type business
- (3) Management business (fee businesses)**
 - Establish an investment advisory company and manage private funds and REITs
 - Internalize outsourced operations, etc.

* In addition to the above, we will strive to realize unrealized gains through the strategic liquidation of our owned real estate (incorporation into funds, etc.) and also develop an independent operation system and maximize the value of our real estate business by further enhancing the functions of Japan Post Real Estate, which is positioned as the core of the real estate business and a key player in these efforts.

Expansion of business scale while being conscious of asset efficiency

- (1) Development of Group-owned real estate and growth through investments according to the business environment
- (2) Appropriate asset growth through strategic balance sheet control

^{*1} Adopted net operating income until FY2025 and business interests on and after FY2026
Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets
^{*2} ROA: Business income / Average between the beginning and the end of the fiscal year of total assets (excluding those equivalent to cash and deposits)

$$\text{Further improvement of ROA} \times \text{Group-wide leverage strategy} = \text{Contribution to Group ROE target}$$

① Materialization of shifting management resources to growth areas Establishment of the Real Estate Business as a New Pillar of Revenue Development in Conjunction with Post Office Reorganization (Specific Case Studies)

①: Nihonbashi Post Office (development in conjunction with post office reorganization)

Real estate development as a relocation site for the transfer of collection and delivery functions (Kuramae JP Terrace)



Development of Kuramae JP Terrace (logistics building approx. 29,000 m²) by Japan Post Real Estate as a relocation site for the transfer of collection and delivery functions, etc. from post offices in the Tokyo metropolitan area

Location	Taito-ku, Tokyo
Land area	14,400 m ²
Total floor area	99,700 m ²
Construction completion	2023

Urban redevelopment project area (office to be relocated: Nihonbashi Post Office)



The collection and delivery functions of Nihonbashi Post Office were transferred to Kuramae JP Terrace (logistics building) in order to participate in an urban redevelopment project

Location	Chuo-ku, Tokyo
Land area	2,900 m ²
Total floor area	24,800 m ²
Construction completion	1958

Participation in an urban redevelopment project (Nihonbashi 1-Chome East Area)

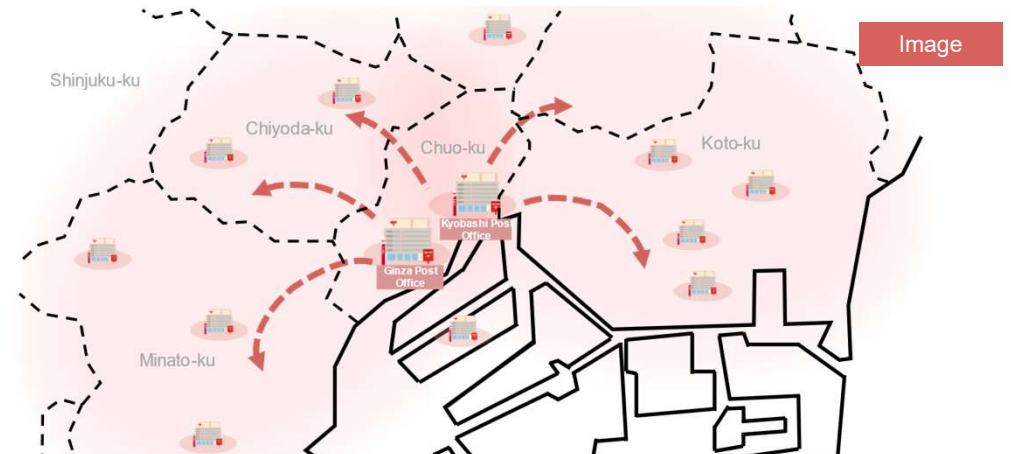


Participation in an urban redevelopment project including the Nihonbashi Post Office, and will acquire and lease office floor

[Block A]

Principal use	Offices, commercial facilities, etc.
Scale	40 floors above ground level
Land area	10,000 m ² (building area)
Total floor area	274,000 m ² (including areas held by other companies)
Construction completion	FY2034

②: Reorganization of collection and delivery bases in urban areas going forward (example: southern Tokyo area)



- We will transfer collection and delivery functions (such as those of Ginza Post Office and Kyobashi Post Office) mainly to properties secured in nearby areas, thereby reorganizing collection and delivery bases in urban areas as well. We will promote real estate development on the sites of former collection and delivery bases.
- The collection and delivery functions of Ginza Post Office will be transferred by FY2028, during the period of the new Medium-term Management Plan.

Candidates for reorganization

Ginza Post Office



Location	Chuo-ku, Tokyo
Land area	12,700 m ²
Total floor area	60,800 m ²
Construction completion	1967

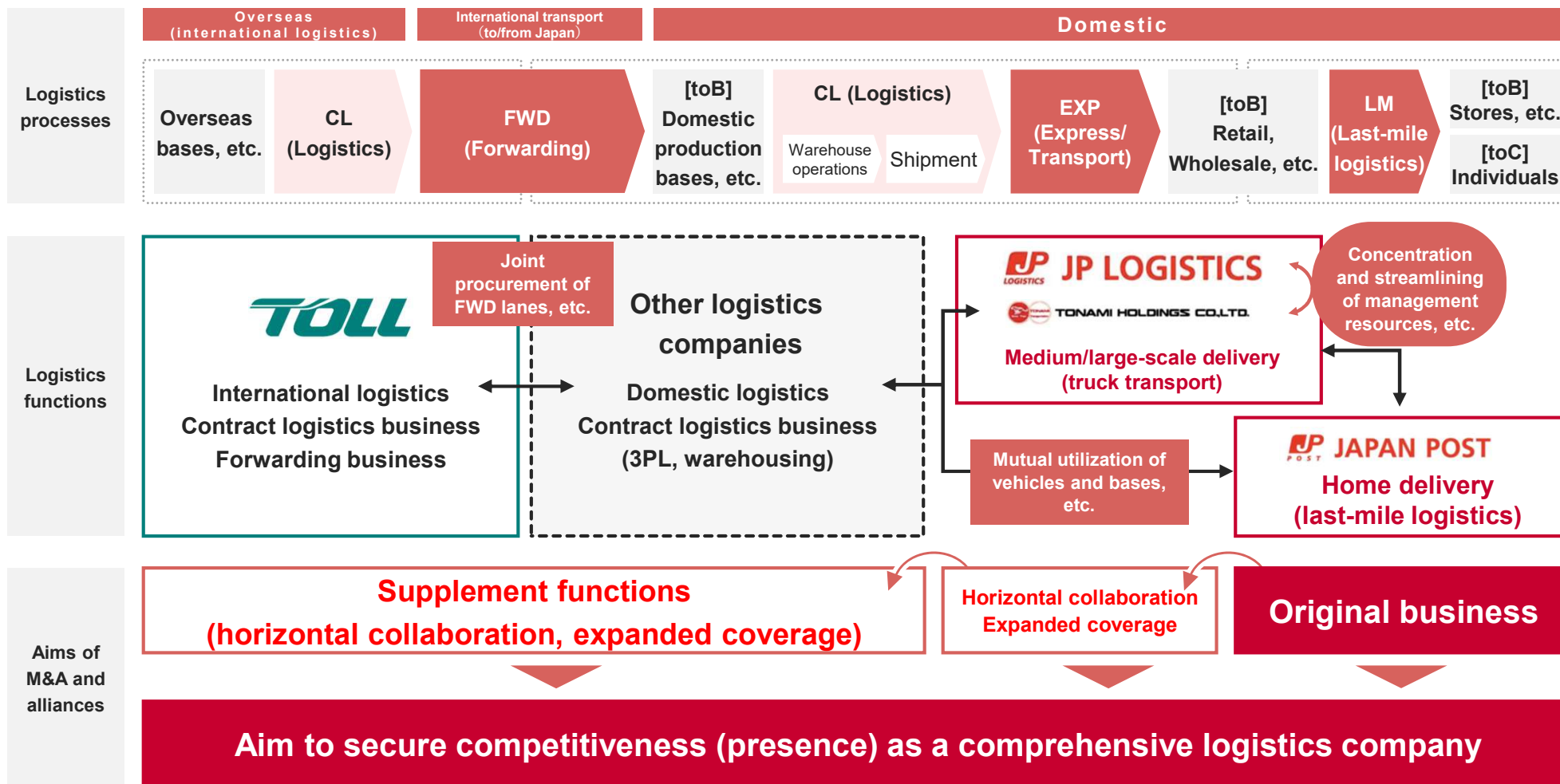
Kyobashi Post Office



Location	Chuo-ku, Tokyo
Land area	2,500 m ²
Total floor area	15,300 m ²
Construction completion	1971

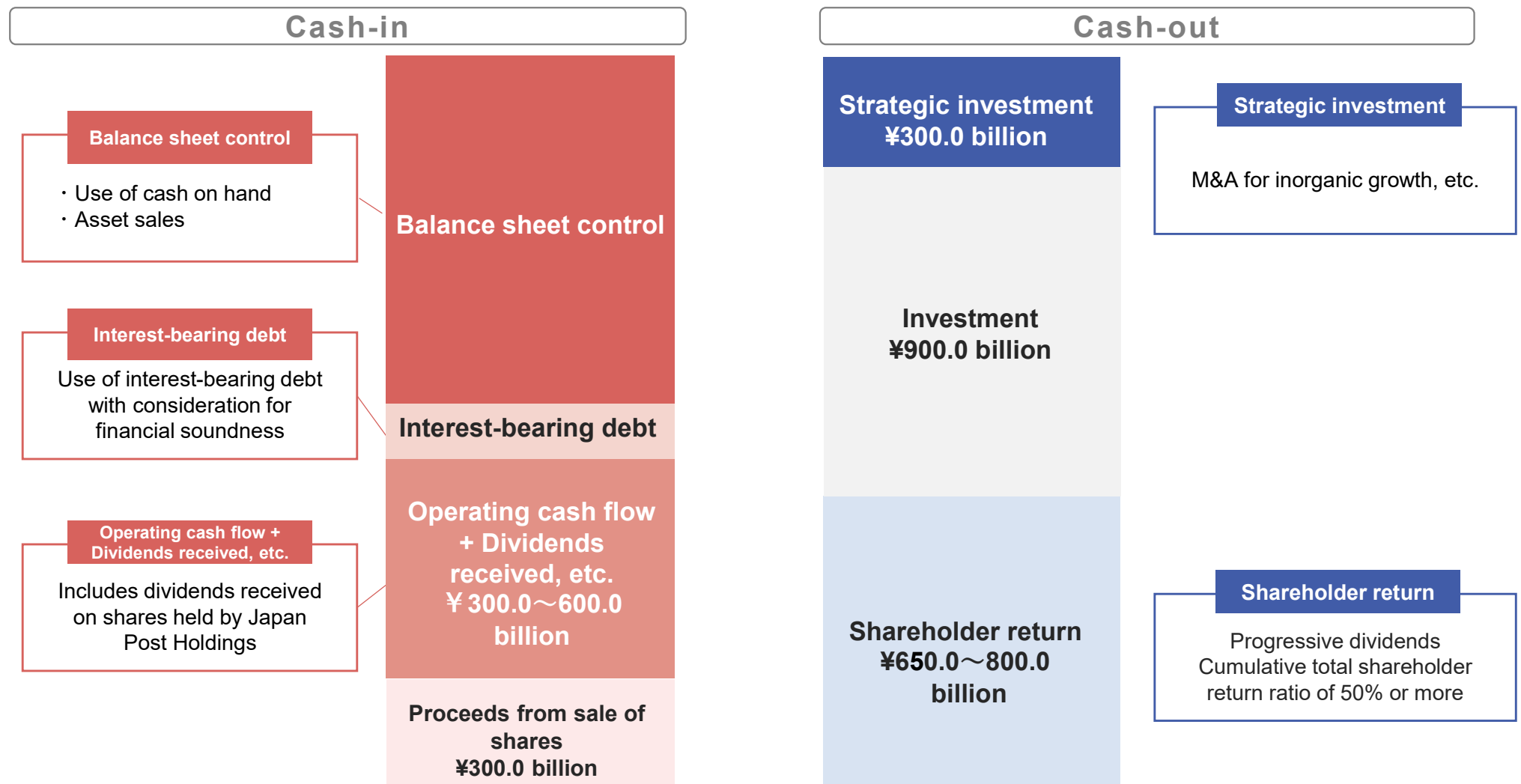
① Materialization of shifting management resources to growth areas Transformation into a Comprehensive Logistics Company Strengthening B-to-B Logistics in Japan and Overseas

- ▶ In addition to last-mile delivery, we are strengthening B-to-B logistics in Japan and overseas. We aim to become a comprehensive logistics company capable of operating all aspects of international and domestic logistics (contract logistics business, truck delivery, and home delivery) as an integrated operation, and we provide highly convenient logistics services that respond to every customer's needs by adding B-to-B logistics in Japan and overseas to last-mile delivery.
- ▶ We will utilize M&A (e.g., Tonami Holdings Co., Ltd.) and capital and business alliances (e.g., LOGISTEED Holdings, Ltd.) as ways to accomplish this. We will promote the mutual utilization of vehicles and bases, as well as the concentration and streamlining of management resources.



② Proactive information disclosure in light of market feedback Cash Allocation Excluding the Two Financial Subsidiaries (FY2026–FY2028)

- ▶ In addition to operating cash flow from business activities, dividends from equity holdings, and proceeds from past share sales, we will allocate excess net cash and funds procured through interest-bearing debt to investments, including M&A for inorganic growth, and shareholder returns, to promote our key strategies and improve capital efficiency. Through these initiatives, we aim to achieve corporate value enhancement and secure an appropriate market valuation.



*1 Operating cash flow is calculated with a certain range, being implemented the possibility of postal charge revisions to be implemented in FY2027.

*2 Proceeds from sale of shares are the remaining amount from the sale of shares in the two financial subsidiaries (Japan Post Bank and Japan Post Insurance (collectively, the two financial subsidiaries)) under the previous Medium-term Management Plan.

② Proactive information disclosure in light of market feedback

Shareholder Return Policy

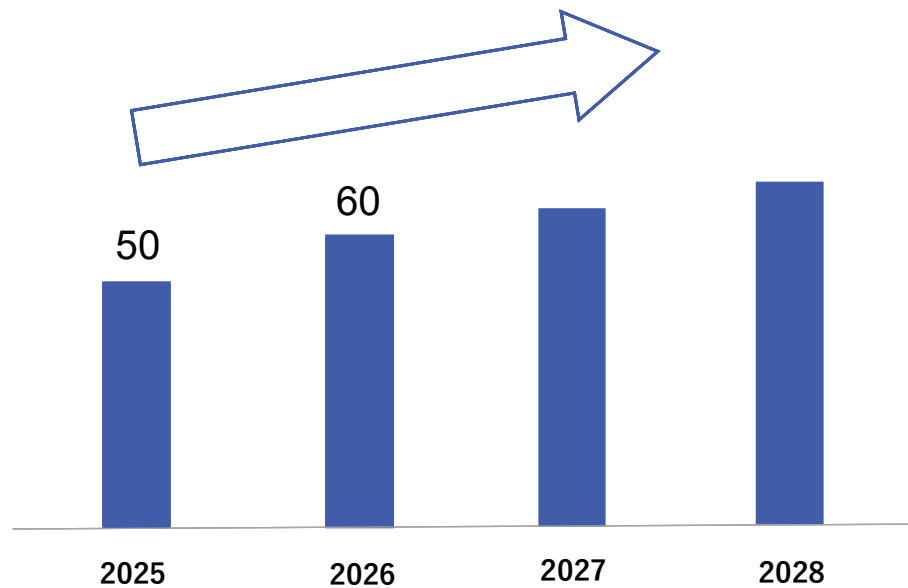
- ▶ Taking into account factors including projected profits and financial soundness, we aim for a cumulative total shareholder return ratio of 50% or more during the new Medium-term Management Plan period in order to strengthen shareholder returns.
- ▶ For dividends, we have introduced progressive dividends starting at ¥60, based on performance. We will also implement continuous and flexible share repurchases to improve capital efficiency.

Dividends

- Increase dividend to ¥60 in FY2026
- Introduce a progressive dividend policy reflecting business performance, starting at ¥60

Share Repurchases

- Implement continuous and flexible share repurchases



We aim to achieve a cumulative total shareholder return ratio of **50% or more** during the period of the new Medium-term Management Plan, including share repurchases

< Reference: Shareholder returns for FY2026 >

Dividend forecast	60 yen per share (an interim dividend of ¥30 per share and a year-end dividend of ¥30 per share)
Share repurchases	Share repurchases of up to 150.0 billion yen have been decided.

* As a result of the above, we expect a dividend payout ratio of approximately 44% And a total shareholder return ratio of approximately 80% for FY2026.

③ Strengthening governance

- ▶ We will fundamentally strengthen governance by establishing a new organization that accurately understands the actual situation at each post office and provides support for the permeation of legal and regulatory rules while working closely with each post office. We will build an environment where customers can use post offices with confidence and peace of mind through the permeation of this structural reform and recurrence prevention measures.
- ▶ In the new organization, **personnel will be assigned at the regional level close to post offices, and we will provide detailed guidance and support to each post office employee to ensure compliance and business quality.**
- ▶ We will continue efforts to create an open organization through measures such as reducing burdens and errors by revising or abolishing operations and developing systems, and by strengthening management capabilities.

Organizational and structural reforms to strengthen governance

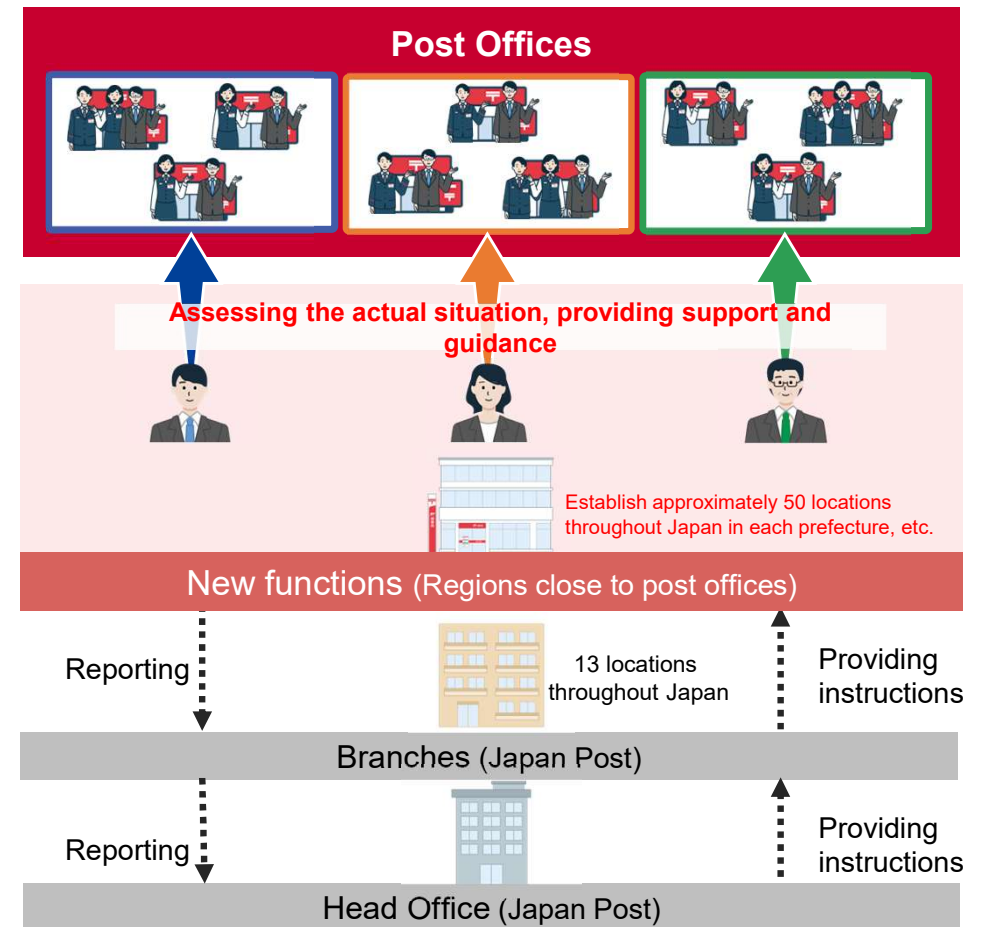
- Establish a new organization (Financial Operations Support Division) that is responsible for post offices on a prefectural basis, etc., and provides fine-tuned support for the permeation of legal and regulatory rules in close proximity to the post offices.
- Strengthen systems in second-line-of-defense divisions (risk management, compliance, etc.)

Review of workflow and development of systems aimed at ensuring legal, regulatory, and general compliance

- In order to create an environment aimed at ensuring legal, regulatory, and general compliance, we will conduct a comprehensive review of post office operations and aim to reduce burdens through the revision or abolition of operations. In particular, we will establish efficient business processes through measures such as the adoption of paperless operations and a review of seal requirements.
- By reducing manual work areas in the workflow and promoting systemization, we will create an environment that effectively and efficiently prevents legal and regulatory violations in advance and enables safe operations (digital roll calls, etc.).

Initiatives to reform the organizational culture, develop human resources, and instill awareness

- We hold company-wide participatory meetings so that each employee can think and act toward realizing the company's intended direction.
- We will also continue to develop human resources to thoroughly implement customer-oriented operations and legal compliance.
- We will enhance the management capabilities of management personnel through enriched training at the time of promotion and other measures.



Management Targets

- ▶ We aim for ROE (based on shareholders' equity) exceeding 7% if postal charge revisions are implemented.
- ▶ We aim for a cumulative total shareholder return ratio of 50% or more over the three years of the Medium-term Management Plan period, thereby strengthening shareholder returns.

Company-wide targets (FY2028)

Financial targets

ROE (based on shareholders' equity)	5% to more than 7% ^{*2,3}
Net income attributable to Japan Post Holdings	¥500.0 billion to more than ¥700.0 billion ^{*2}
Cumulative total shareholder return ratio	50% or more over the three years
Lower limit of dividend per share	¥60, Introduce a progressive dividend policy

Non-financial targets

Support childcare for a balance with work	Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more
Employee engagement score	Group overall B ^{*4}
Ratio of women in management positions (entire company, as of April 1, 2031)	Japan Post Holdings/Japan Post 14.0% Japan Post Bank 25.0% Japan Post Insurance 16.5%
Greenhouse gas (GHG) emissions	Reduce 46% by FY2030 (compared to FY2019) Become carbon neutral in 2050

Targets by segment (FY2028)

Postal and domestic logistics business	Net operating income: -¥173.0 billion to ¥23.0 billion ^{*2}
Post office business	Net operating income: ¥2.0 billion
International logistics business	Net operating income : ¥16.0 billion ROA : 3.5%
Real estate business ^{*5}	Business income : ¥28.0 billion ROA : 2.6%

Banking business (Japan Post Bank)	Net income: more than ¥1,000.0 billion ROE(based on shareholders' equity): Approx 10%
Life insurance business (Japan Post Insurance) ^{*6}	Adjusted profit: ¥190.0 billion Adjusted ROE : Approx 10%
Reference: Japan Post (consolidated)	Net income: -¥161.0 billion to ¥37.0 billion ^{*2}

*1 The interest rate, exchange rate, and stock price assumptions for the targets are based on the situation as of March 31, 2026 for the banking and insurance businesses and as of December 31, 2025 for the other businesses.

*2 Targets are set within a certain range that includes the case where a postal charge revision is not implemented in FY2027; even in that case, we will aim to improve our profit level through further cost reductions and other measures.

*3 The figure is represented by 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. Calculated on the assumption of a 49.9% stake in Japan Post Bank and a 49.8% stake in Japan Post Insurance. 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.

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

*5 The definition in the real estate business is as follows. Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets; ROA: Business income / (total assets averaged between the beginning and end of the fiscal year (excluding those equivalent to cash and deposits))

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

Appendix

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Financial Highlights for the Fiscal Year Ended March 31, 2026 (Summary of Consolidated Financial Results)

- Ordinary income was ¥11,440.5 billion, a decrease of ¥27.7 billion year-on-year.
- Net ordinary income was ¥1,074.9 billion, an increase of ¥260.3 billion year-on-year.
- Net income attributable to Japan Post Holdings was ¥374.5 billion, an increase of ¥3.9 billion year-on-year.

■ Results of Operations and Full-year Results Forecast

(Billions of yen)

	For the fiscal year ended Mar. 31, 2025	For the fiscal year ended Mar. 31, 2026	Year-on-year change	Forecast for the Fiscal Year Ended March 31, 2026 ^(Note 2)	Percentage achievement
Ordinary income	11,468.3	11,440.5	(27.7) (0.2)%	11,370.0	100.6%
Net ordinary income	814.5	1,074.9	+ 260.3 + 32.0%	960.0	112.0%
Net income attributable to Japan Post Holdings ^(Note 1)	370.5	374.5	+ 3.9 + 1.1%	320.0	117.0%

Notes: 1. From the next page onward, “net income” and “net income (loss)” represent the amounts of “net income attributable to Japan Post Holdings” and “net income (loss) attributable to Japan Post Holdings,” respectively.

2. The forecast for the fiscal year ending March 31, 2026 is as revised in November 2025.

Net income including net income attributable to non-controlling interests ^(Note 3)	599.4	743.4	+ 144.0 + 24.0%
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Notes: 3. Net income equivalent to consolidated net income, which is the quantitative target under the Company’s Medium-term Management Plan “JP Vision 2025+.”

Financial Highlights for the Fiscal Year Ended March 31, 2026 (the Principal Subsidiaries)

- Net income was ¥17.2 billion for Japan Post Co., ¥525.5 billion for Japan Post Bank, and ¥168.7 billion for Japan Post Insurance.
- Revenue and income both increased for Japan Post Co. and Japan Post Bank, while revenue decreased but income increased for Japan Post Insurance.

■ Results of Operations for the Fiscal Year Ended March 31, 2026

(Billions of yen)

	Japan Post Co. (Consolidated)	Japan Post Bank (Consolidated)	Japan Post Insurance (Consolidated)
Ordinary income	3,666.7	2,852.2	5,625.7
Year-on-year (for the fiscal year ended March 31, 2025) Change	+ 213.3 + 6.2%	+ 330.1 + 13.0%	(539.5) (8.8)%
Net ordinary income	18.4	759.1	271.9
Year-on-year (for the fiscal year ended March 31, 2025) Change	+ 15.8 + 631.4%	+ 174.6 + 29.8%	+ 101.6 + 59.7%
Net income	17.2	525.5	168.7
Year-on-year (for the fiscal year ended March 31, 2025) Change	+ 21.4 -	+ 111.2 + 26.8%	+ 45.3 + 36.7%

■ Forecast for the Fiscal Year Ended March 31, 2026

(Forecasts for Japan Post Co. and Japan Post Insurance are as revised in November 2025. Forecasts for Japan Post Bank are as revised in February 2026.)

(Billions of yen)

	Japan Post Co. (Consolidated)	Japan Post Bank (Consolidated)	Japan Post Insurance (Consolidated)
Net ordinary income	1.0	720.0	260.0
Percentage achievement	1,840.7%	105.4%	104.6%
Net income	1.0	500.0	159.0
Percentage achievement	1,727.1%	105.1%	106.2%

Note : The amounts of net income attributable to Japan Post Co., net income attributable to Japan Post Bank and net income attributable to Japan Post Insurance have been used for Japan Post Co. (consolidated), Japan Post Bank (consolidated) and Japan Post Insurance (consolidated), respectively.

Financial Results Forecast for the Fiscal Year Ending March 31, 2027

- Net income is forecast to increase by ¥5.4 billion year-on-year to ¥380.0 billion, with an anticipated increase in profit in the banking business segment due mainly to higher interest rates, despite an expected decrease in profit in the postal and domestic logistics business segment due mainly to a decrease in the volume of mail.

(Billions of yen)

	Fiscal year ending March 31, 2027 Forecast	Change (Compared to the fiscal year ended March 31, 2026)	Main causes of change
Japan Post Group	Net ordinary income	1,170.0	+ 95.0
	Net income	380.0	+ 5.4

Increase in net income forecast due mainly to an increase in profit in the banking business segment

By segment:

Postal and domestic logistics business segment	Net operating loss	(104.0)	(92.1)	<ul style="list-style-type: none"> Increase in income from parcels + ¥9.0 billion, decrease in income from mail* ¥(57.0) billion Increase in personnel expenses ¥(21.0) billion, increase in collection, transport and delivery outsourcing expenses ¥(22.0) billion
Post office business segment	Net operating loss	(6.0)	(12.9)	<ul style="list-style-type: none"> Decrease in commissions ¥(12.0) billion, increase in subsidy + ¥13.0 billion Increase in personnel expenses ¥(11.0) billion
International logistics business segment	Net operating income	13.0	(0.8)	—
Real estate business segment	Net operating income	24.0	+ 0.0	—
Banking business segment (Japan Post Bank)	Net ordinary income	955.0	+ 195.8	<ul style="list-style-type: none"> Increase in net interest income, etc. due to higher domestic interest rates + ¥250.0 billion Increase in general and administrative expenses ¥(50.0) billion
	Net income	660.0	+ 134.4	
Life insurance business segment (Japan Post Insurance)	Net ordinary income	250.0	(21.9)	<ul style="list-style-type: none"> Decrease in insurance-related income due mainly to a decrease in the number of policies in force approx. ¥(50.0) billion, increase in investment income + ¥20.0 billion
	Net income	141.0	(27.7)	

Reference: Japan Post Co. financial results forecast for the fiscal year ending March 31, 2027:

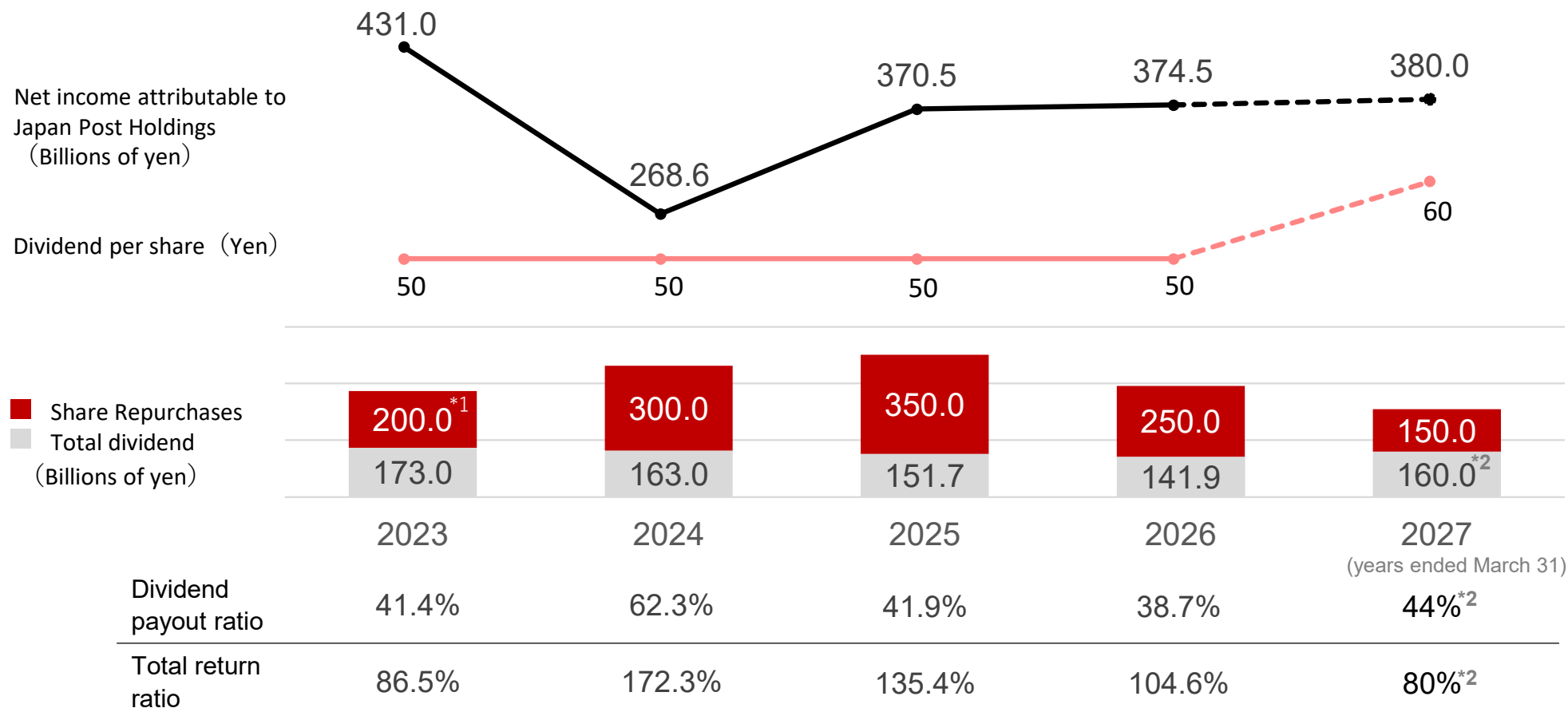
Net operating loss: ¥(79.0) billion (down ¥101.2 billion); net ordinary loss: ¥(83.0) billion (down ¥101.4 billion); net loss: ¥(79.0) billion (down ¥96.2 billion)

* In addition to income from standard mail, this includes items such as income from stamps and New Year cards

Notes: 1. The amounts of net income attributable to Japan Post Holdings, net income 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 of Japan Post Holdings (consolidated), Japan Post Co. (consolidated), Japan Post Bank (consolidated) and Japan Post Insurance (consolidated), respectively.
2. 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 Bank (49.9%) and Japan Post Insurance (49.8%), etc.
3. The amounts shown in the main causes of change represent the quantitative effect on profits.

Shareholder Returns for the Fiscal Year Ending March 31, 2027

- An annual dividend of ¥60 per share is forecast, comprising an interim dividend of ¥30 per share and a year-end dividend of ¥30 per share.
- Share repurchases totaling ¥150.0 billion were conducted in May 2026 for the fiscal year ending March 31, 2027.



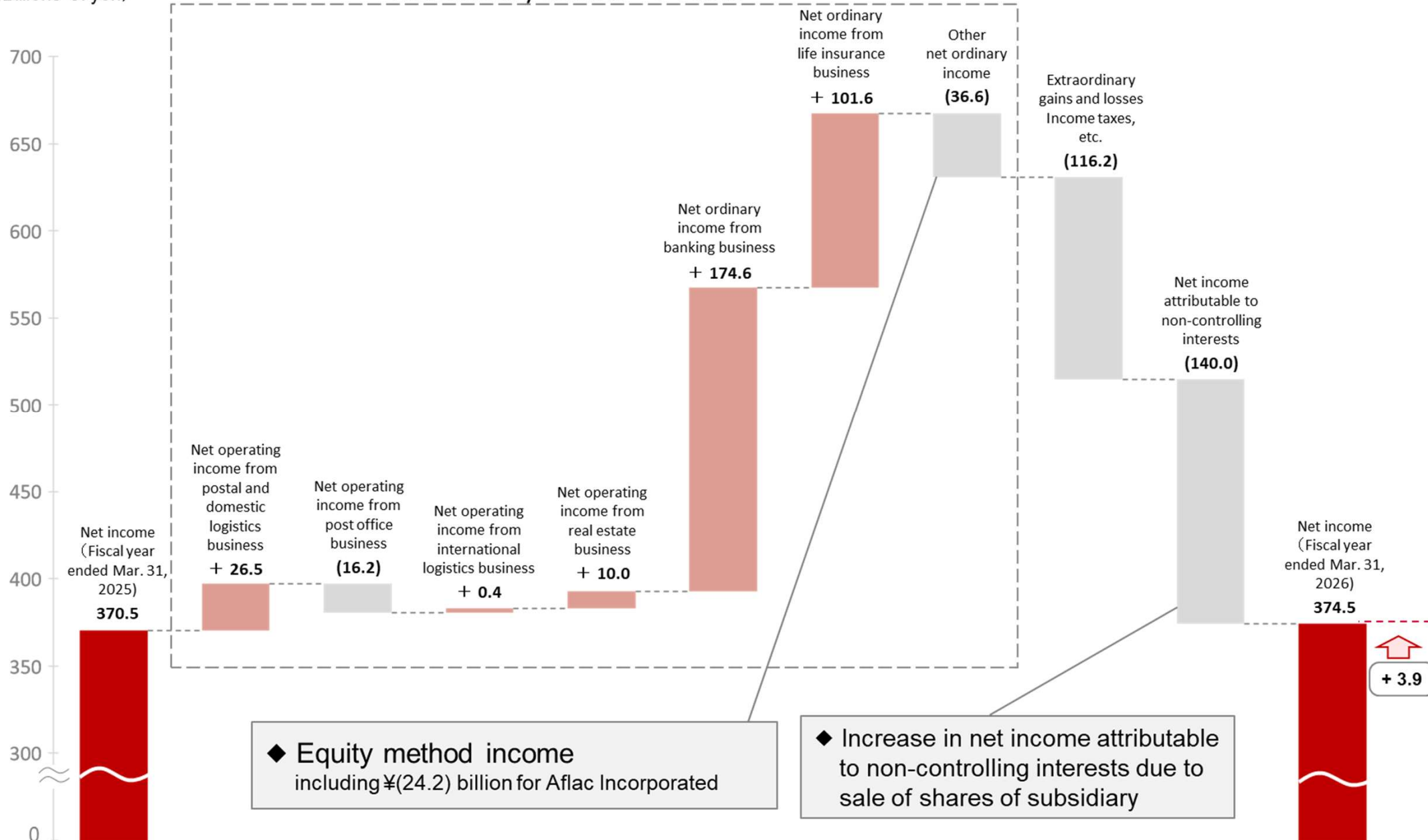
*1 Excluding share repurchases of ¥4.5 billion in April 2022.

*2 The annual dividend, dividend payout ratio, and total payout ratio for the fiscal year ending March 31, 2027, assume a share repurchase of ¥150.0 billion is implemented.

Financial Highlights for the Fiscal Year Ended March 31, 2026 (Analysis of Year-on-Year Change in Net Income)

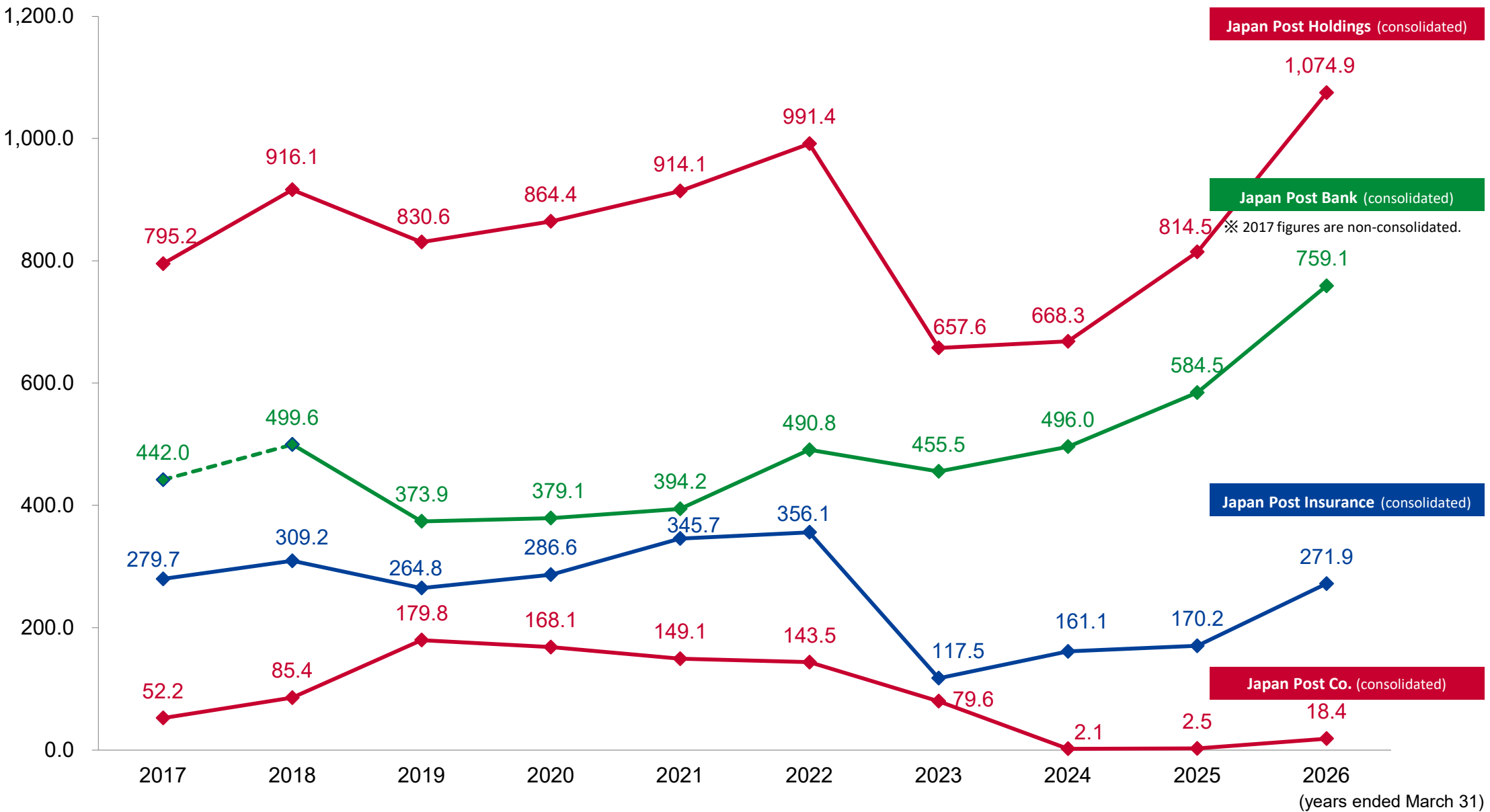
(Billions of yen)

Net ordinary income + 260.3

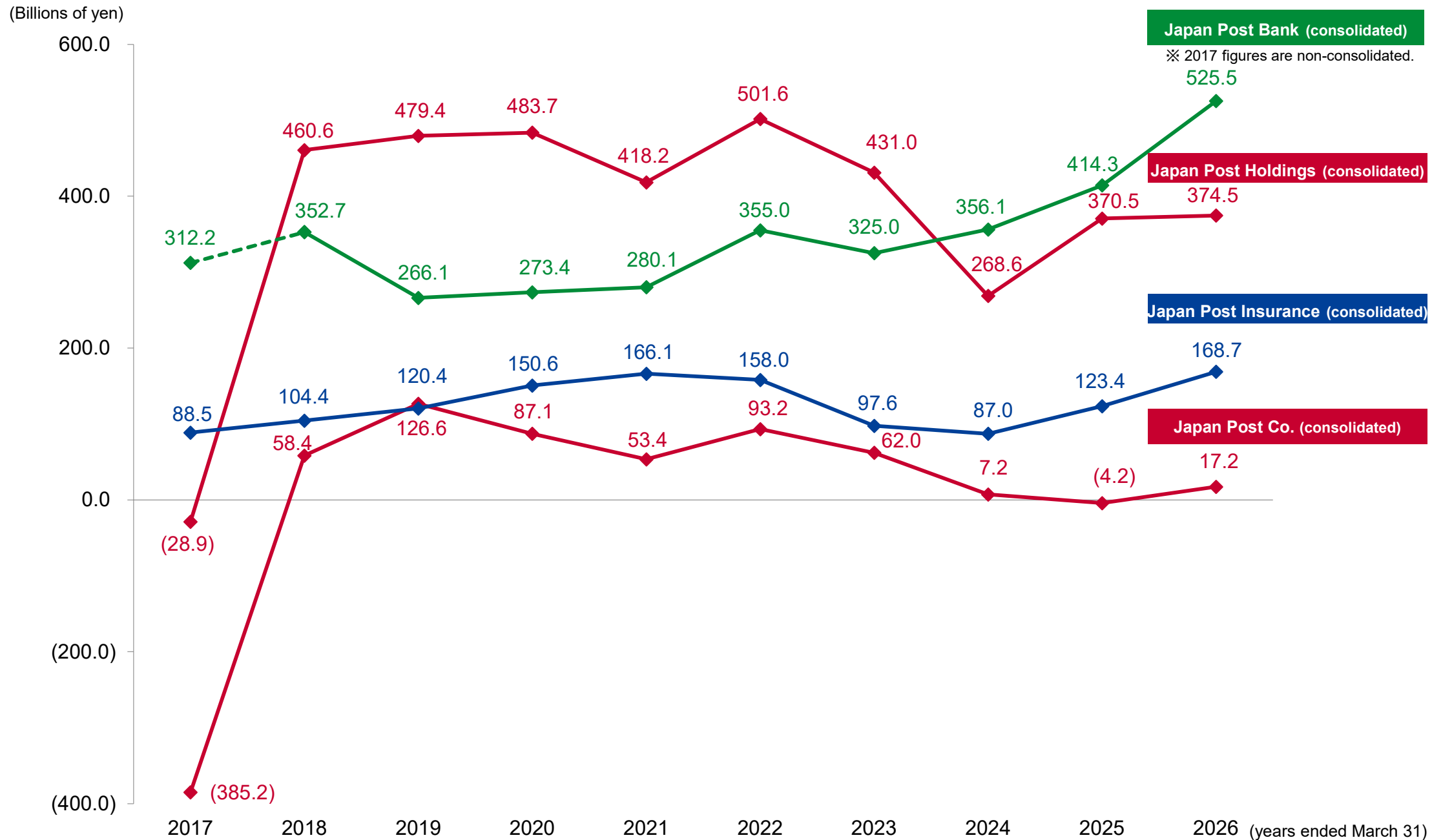


Financial Highlights for the Fiscal Year Ended March 31, 2026 (Trends in Net Ordinary Income)

(Billions of yen)



Financial Highlights for the Fiscal Year Ended March 31, 2026 (Trends in Net Income (Loss))



Financial Highlights for the Fiscal Year Ended March 31,2026 (Supplementary Information by Segment)

(Billions of Yen)

		For Fiscal Year Ended March 31,2025	For Fiscal Year Ended March 31,2026	Year-on-year change
Postal and Domestic Logistics Business	Net operating income (loss)	(38.3)	(11.8)	+ 26.5
	Ordinary income	2,088.4	2,308.3	+ 219.8
	Net ordinary income(loss)	(32.2)	(5.4)	+ 26.7
Post Office Business	Net operating income	23.1	6.9	(16.2)
	Ordinary income	1,010.1	1,017.1	+ 6.9
	Net ordinary income	24.1	9.0	(15.0)
International Logistics Business	Net operating income(loss) (EBIT)	13.3	13.8	+ 0.4
	Ordinary income	512.8	505.8	(7.0)
	Net ordinary income(loss)	4.6	4.3	(0.3)
Real Estate Business	Net operating income	13.9	23.9	+ 10.0
	Ordinary income	81.6	89.0	+ 7.3
	Net ordinary income	12.3	20.0	+ 7.7
Banking Business (Japan Post Bank) * 1	Ordinary income	2,521.8	2,852.1	+ 330.2
	Net ordinary income	584.3	759.0	+ 174.7
Life Insurance Business (Japan Post Insurance) * 1	Ordinary income	6,164.9	5,625.5	(539.3)
	Net ordinary income	169.8	271.7	+ 101.9
Other Business*2	Ordinary income	306.5	285.0	(21.5)
	Net ordinary income	192.7	159.9	(32.7)
Eliminations and adjustments for intersegment transactions*3	Ordinary income	(1,218.2)	(1,242.4)	(24.2)
	Net ordinary income	(141.3)	(143.9)	(2.5)
Consolidated	Ordinary income	11,468.3	11,440.5	(27.7)
	Net ordinary income	814.5	1,074.9	+ 260.3

*1 The figures differ from Japan Post Bank and Japan Post Insurance's disclosed figures due to adjustments made by Japan Post Holdings on a consolidated basis.

*2 "Other Business" includes the hospital business and other businesses not included in reportable segments. Segment income for "Other Business" also includes dividends from subsidiaries and associates (¥125.945 billion) and equity method income (¥41.689 billion).

*3 "Adjustments" is due to the difference between the calculation method of segment income or loss in the International Logistics Business segment and the calculation method of net ordinary income in the consolidated statements of income.

Postal and Domestic Logistics Segment (Supplementary Information by segment)

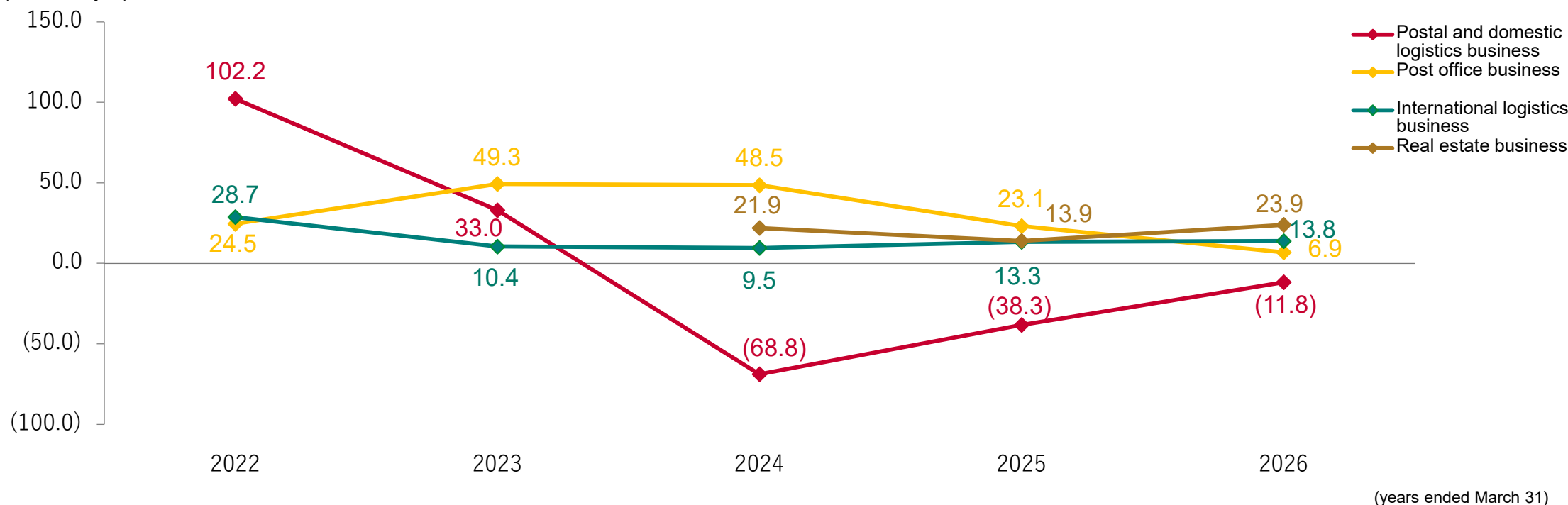
➤ Percentage achievement of full-year results forecast (by segment)

(Billions of yen)

After revision in November 2025	Postal and domestic logistics business segment	Post office business segment	International logistics business segment	Real estate business segment
Net operating income (loss) Forecast	(24.0)	4.0	13.0	18.0
Percentage achievement	-	174.4%	106.5%	133.0%

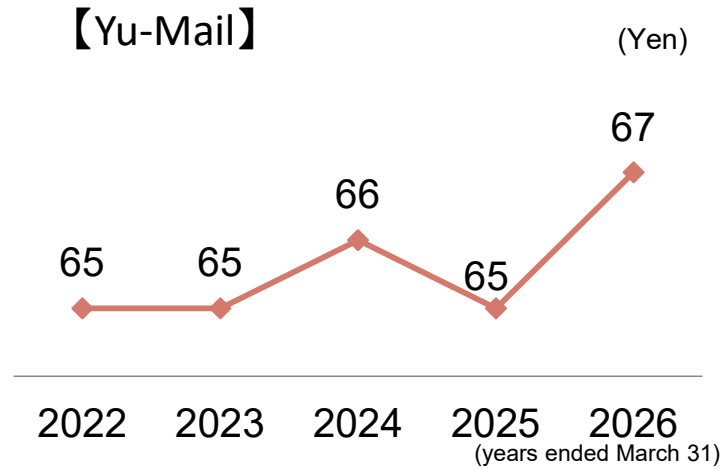
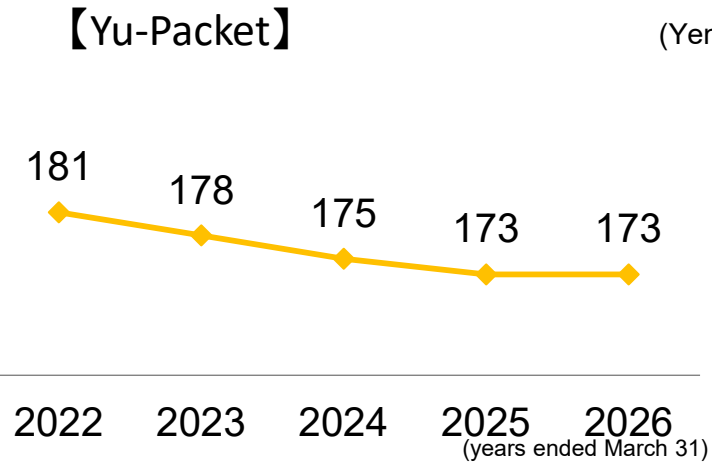
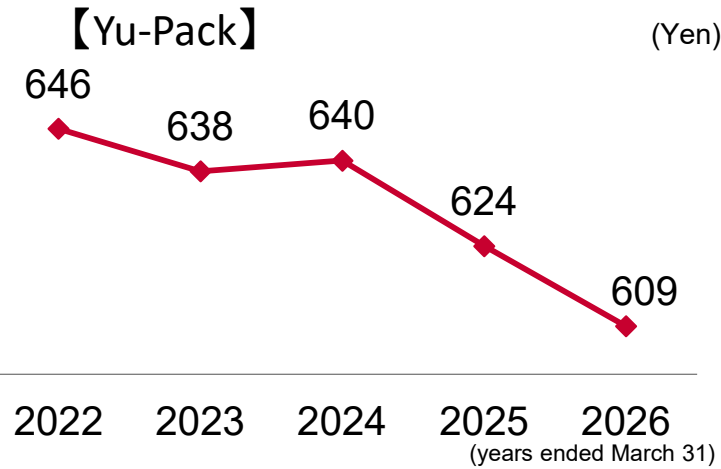
➤ Trends in net operating income (loss) (by segment)

(Billions of yen)

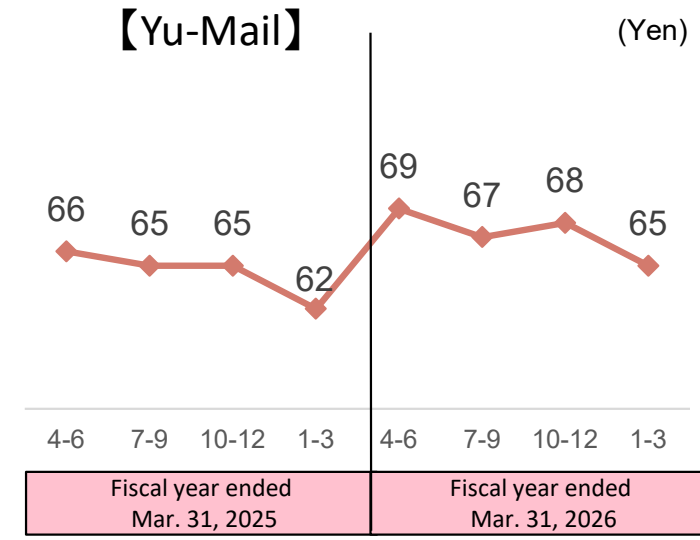
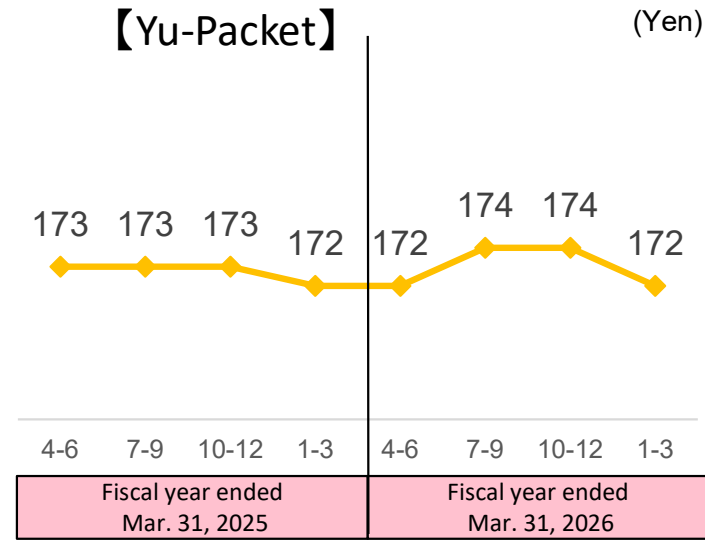
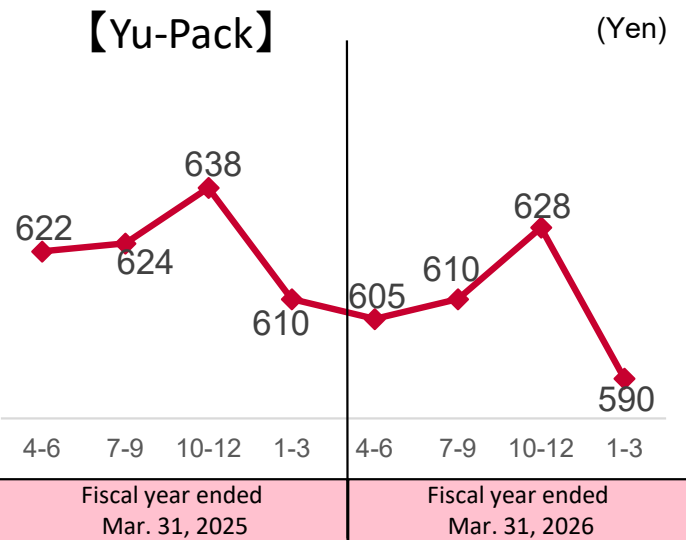


Postal and Domestic Logistics Segment (Trends in Unit Prices of Parcels)

➤ Average Unit Prices of Yu-Pack, etc. [5-Year Trend]



➤ Average Unit Prices of Yu-Pack, etc. [By Quarter]



Our History

- Modern Postal Service was established in 1871. The 150th Anniversary of the foundation of the Japan Post Group was in 2021.
- The Japan Post Group was privatized and established in 2007. We were listed on the First Section (currently Prime Market) of the Tokyo Stock Exchange in 2015*.

*Japan Post Holdings, Japan Post Bank, and Japan Post Insurance were simultaneously listed on the First Section of the Tokyo Stock Exchange.



Hisoka Maejima



The Ministry of Posts and Telecommunications

- 1871
Modern postal service established
- 1875
Postal money order service and Postal savings service established
- 1885
Ministry of Communications established

- 1916
Postal life insurance service established
- 1949
The Ministry of Posts and Telecommunications established



"Mail Handling" illustrates No.9
A scene of receiving mails and saving money

- 2001
Postal Services Agency established
- 2003
Japan Post established
- 2007
The Japan Post Group was established

Japan Post Group established with Japan Post Holdings Co., Ltd., Japan Post Service Co., Ltd., Japan Post Network Co., Ltd., Japan Post Bank Co., Ltd., and Japan Post Insurance Co., Ltd

- 2012
Reorganized into the current four-company structure

Japan Post Service and Japan Post Network merged, and Japan Post Co., Ltd. established.

- 2015
Listed on the First Section of the Tokyo Stock Exchange



Aichi Post Office
(Operations scheduled to begin in October, 2025)

- 2017
Second sale of Japan Post Holdings
- 2021
The 150th anniversary of the postal service foundation
- 2026
Formulated "JP Plan 2028"



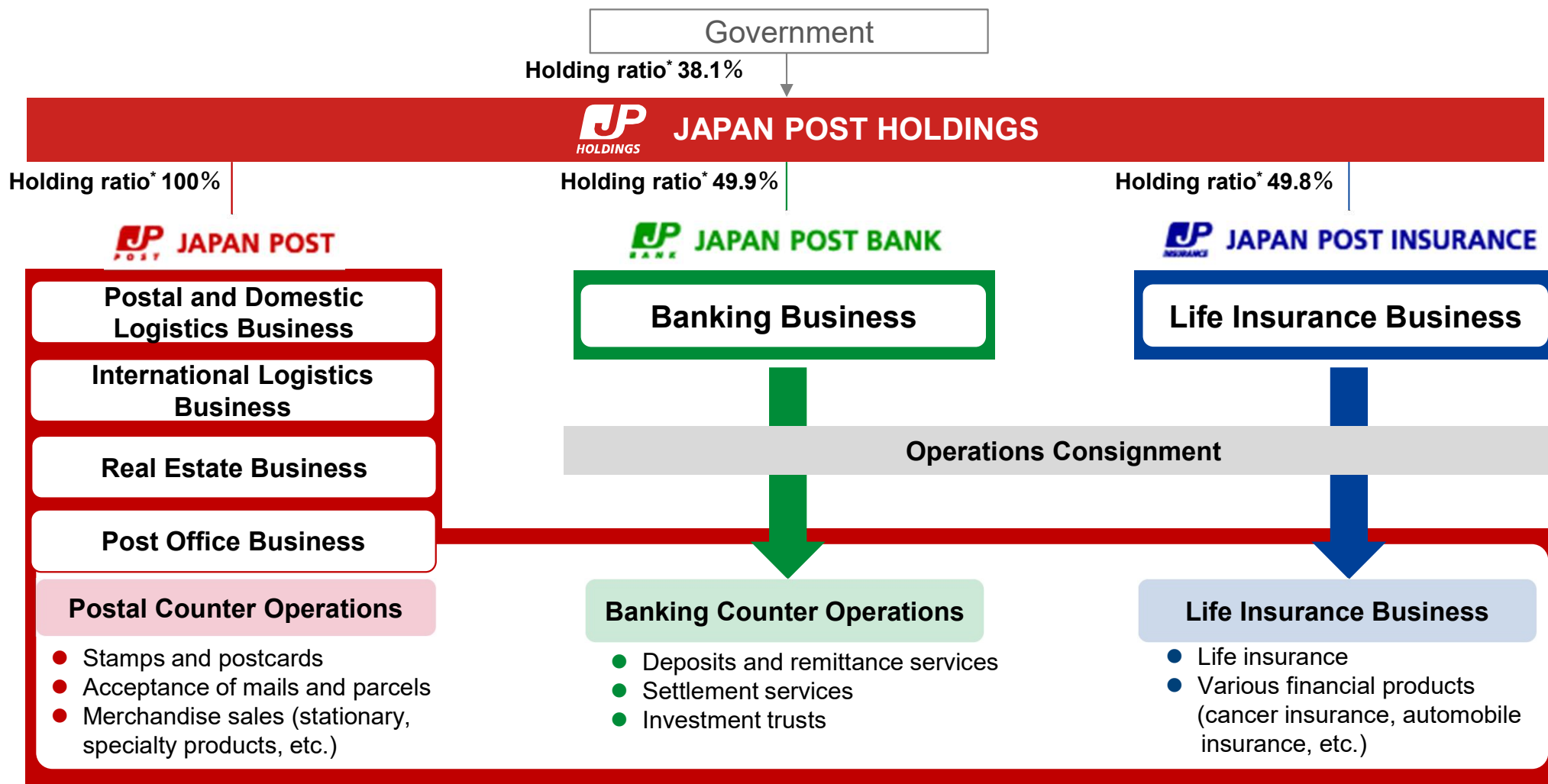
Kuramae JP Terrace
(Constructed in March, 2023)



JP Tower Osaka
(constructed in March, 2024)

Outline of Japan Post Group

- We are providing integrated services within the Group, such as Postal and Domestic Logistics Business, Banking Business and Life Insurance Business.



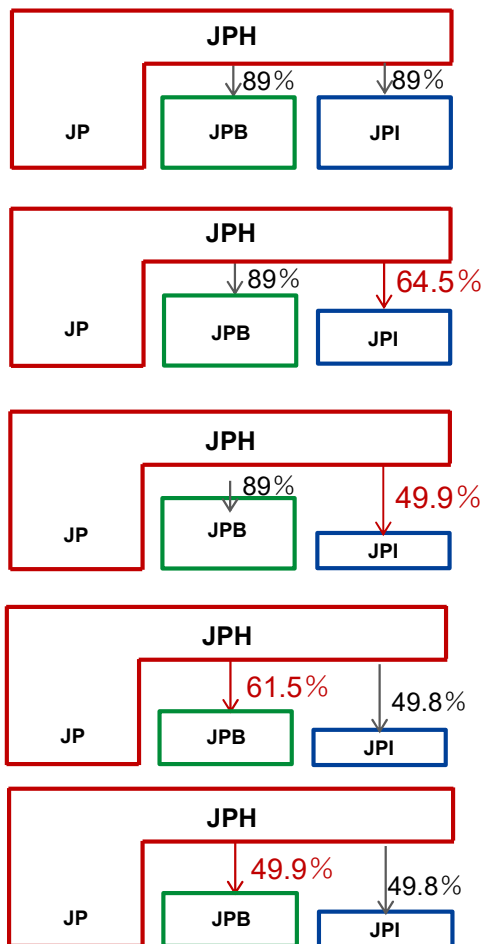
* The ratios of shareholders' equity represent the figures for March 31, 2026, calculated after deducting treasury shares.

Sales of shares in Two Financial Subsidiaries and Use of Proceeds from the sales of Shares

- Based on the JP Vision 2025+ policy to reduce equity interests in the two financial subsidiaries to 50% or less by FY2025, the third sale of Japan Post Bank shares was conducted in March 2025. (Holding ratio in Japan Post Bank: 49.9%, holding ratio in Japan Post Insurance: 49.8% as of March 31, 2026)
- During the new Medium-term Management Plan period, we will continue to deliberate on the disposal of shares in the two financial subsidiaries, while taking into account the purpose of the Postal Service Privatization Act and the perspective of Group management.

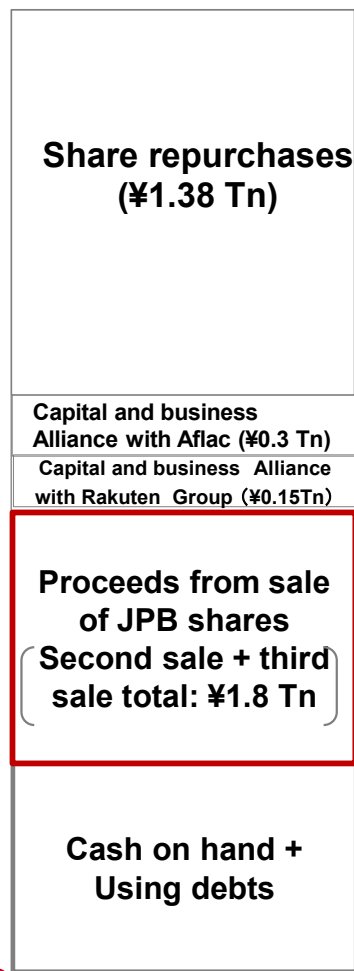
Sales of shares in two financial subsidiaries

- November 2015
Listed on the First Section of the Tokyo Stock Exchange (Proceeds ¥743.0 bil.)
- April 2019
Second sale of Japan Post Insurance (Proceeds ¥415.0 bil.)
- June 2021
Share repurchase Equity disposal trust of Japan Post Insurance (Proceeds ¥350.0 bil.)
- March 2023
Second sale of Japan Post Bank (Proceeds ¥1.2 Tn.)
- March 2025
Third sale of Japan Post Bank (Proceeds: ¥600.0 bil.)



Continue to consider sales of shares during the JP Plan 2028 period in light of the purpose of Postal Service Privatization Act and the perspective of Group management.

Use of proceeds from the sales of shares in two financial subsidiaries



Share repurchases

- FY2023: ¥300.0 bil.
- FY2024: ¥350.0 bil.
- FY2025: ¥250.0 bil.
- FY2026: ¥150.0 bil.

Shareholder Return

Medium-term Management Plan, growth investments

- Growth investments in logistics, real estate, etc.
- Strategic investment framework

Growth Investments

Capital increase for Japan Post: ¥600.0 billion

* Cash on hand was also used for share repurchases, and capital and business alliances before FY2022.

Postal and Domestic Logistics Business

— Postage Rates Revision, Trend in operating income of postal services

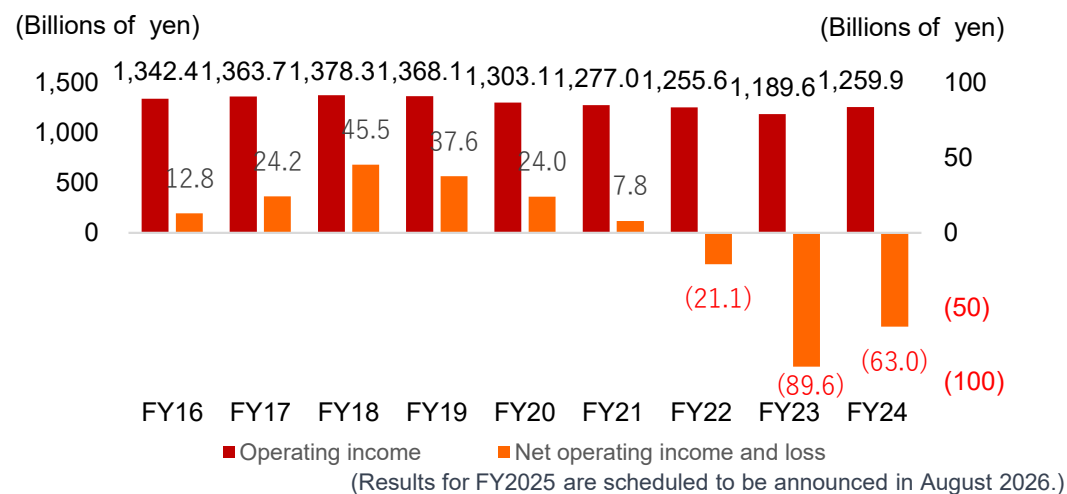
- Revised postage rates in October 2024 to maintain stable postal services.
- Volume of mail items handled in FY2025 decreased by 6.5% YoY.
- The impact of the postage rate revision on operating profit in FY2025 was just under 200.0 billion yen.

Overview of the revision

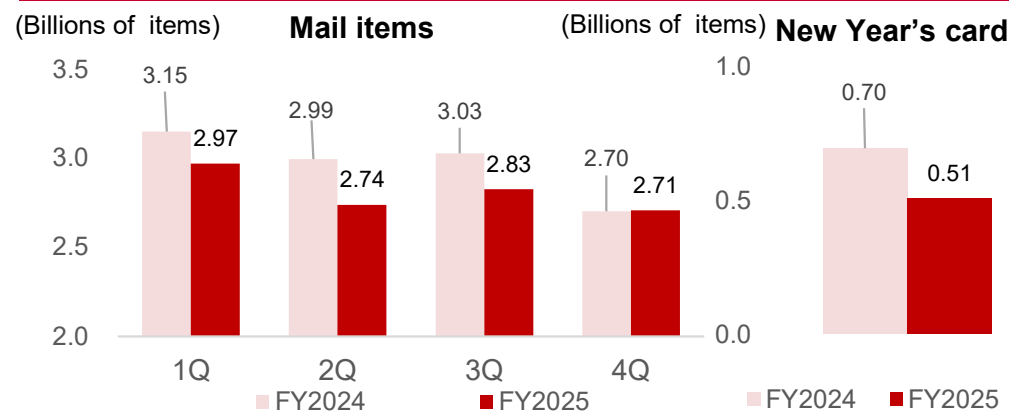
		Old postage rates (until September 30 2024)	New postage rates (percentage increase) After October 2024
First-class mail (letters)	Standard size	Up to 25g ¥84	¥110 (+31%)
		Up to 50g ¥94	¥110 (+17%)
	Non-standard size and other	(Rates vary depending on size, weight, product, etc.)	(+17% to 35%)
Second-class mail (post cards)		¥63	¥85 (+35%)
Special mail *		(Rates vary depending on product, etc.)	

*No change has been made to the postage rates for registered mail, which were revised in October 2023.

Trend in operating income and net operating income of postal services



Trend in volume of mail items handled



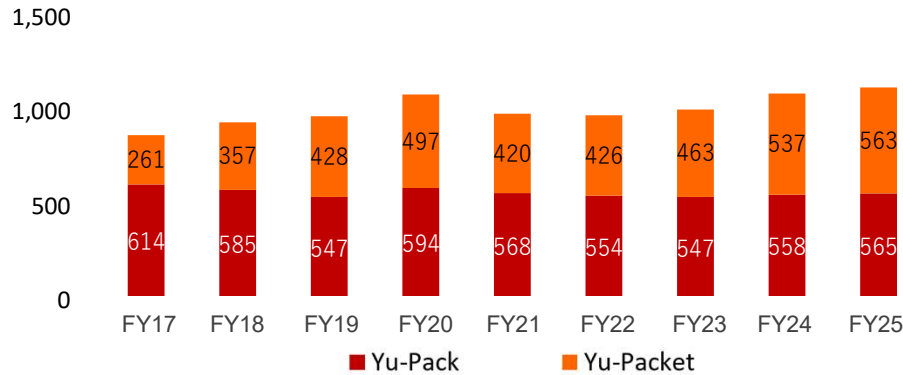
Postal and Domestic Logistics Business

— Trends in Volume, Unit Price, operating income and net operating income of Domestic Logistics Business

- In FY2025, the number of Yu-Pack parcels increased by 1.3% YoY, and the number of Yu-Packet parcels increased by 4.7% YoY.
- In our collaboration with Yamato Group, we were unilaterally notified of the suspension of transport and delivery outsourcing of small lightweight parcels in October 2024, which led to a lawsuit for damages in December 2024, but we are steadily pursuing collaboration with other companies outside the Group.

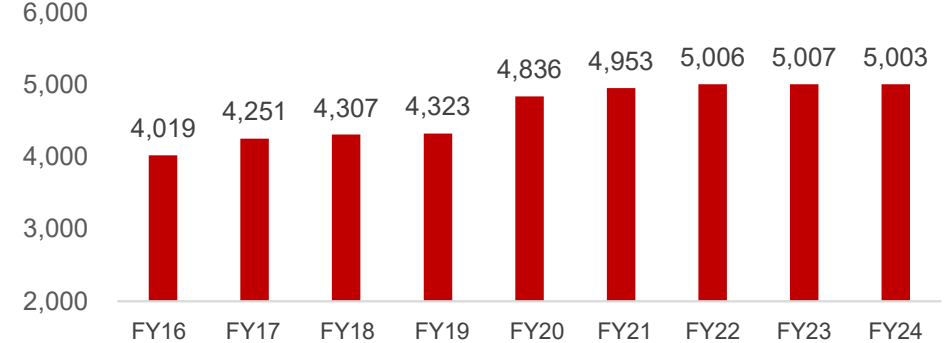
Trend in Yu-Pack and Yu-Packet volume handled

(Millions of items)



Trend in number of delivery parcels handled in Japan

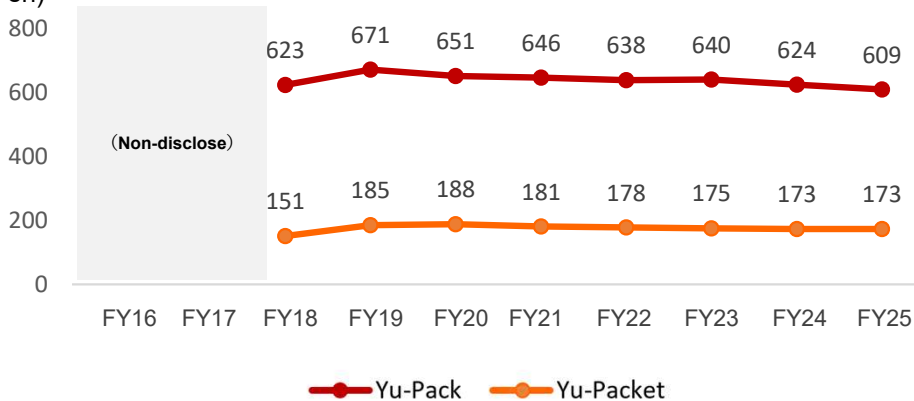
(Millions of items)



(Source: statistics from the Ministry of Land, Infrastructure, Transport and Tourism)

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

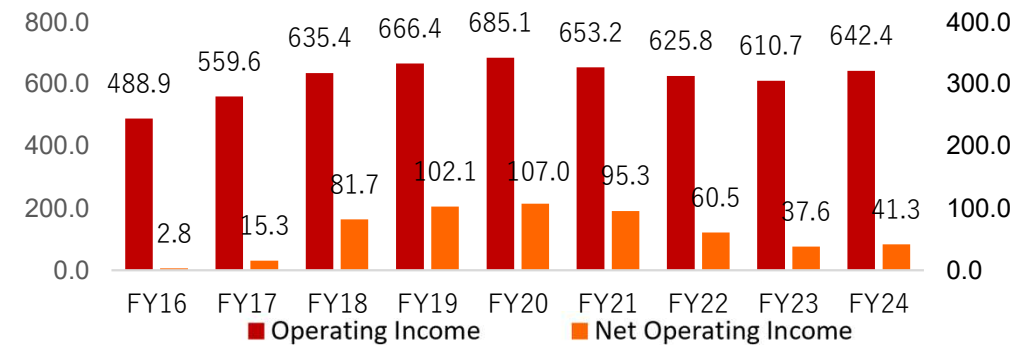
(Yen)



Trend in operating income and net operating income of domestic logistics business*

(Billions of yen)

(Billions of yen)



* Yu-Pack, Yu-Packet and Yu-Mail

(Results for FY2025 are scheduled to be announced in August 2026.)

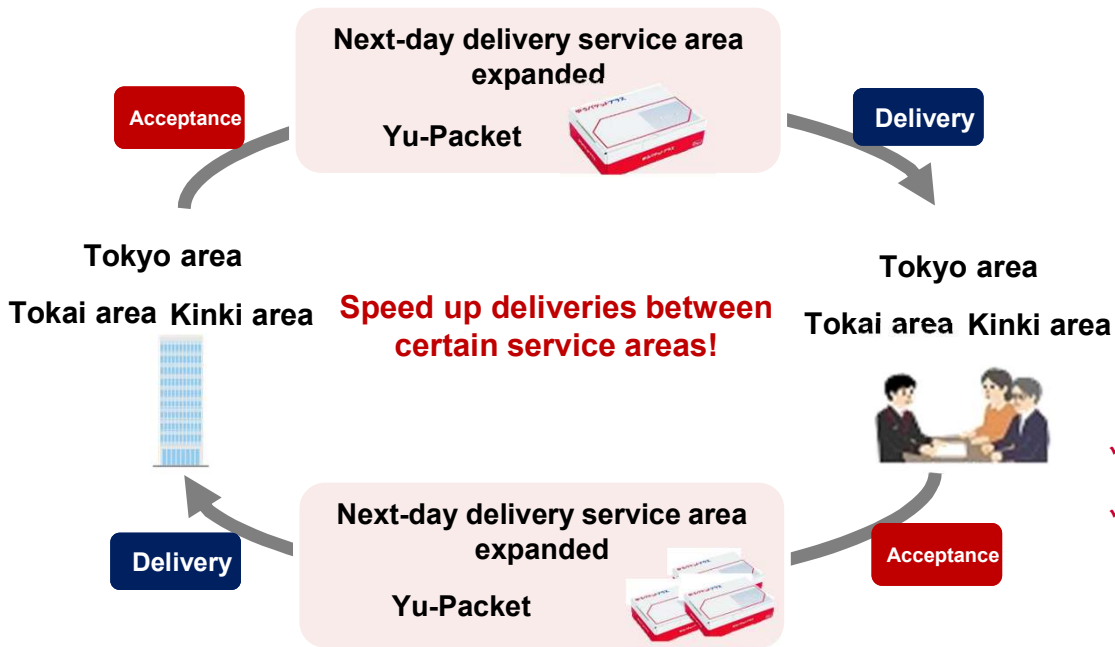
Postal and Domestic Logistics Business

— Initiatives for Enhanced Service Level and Cross-border E-commerce

- Improve the convenience of Yu-Packet by speeding up deliveries between certain areas.
- Enhance solutions and reinforce organizational capabilities to steadily capture demand from the cross-border e-commerce market, which has been expanding with high growth rate.

Speed up deliveries of Yu-Packet

- Under this initiative, **Yu-Packet delivery times between certain areas are shortened for increased convenience, starting from Sunday, May 10**, with an aim to accurately respond to the diversifying needs of customers amid the number of small parcels being on the rising trends year by year driven by e-commerce market expansion.
- **For certain areas where the deliveries were made on the day after the next day upon receipt, the next-day delivery services are offered.**



Cross-border e-commerce initiatives

In response to the growing import e-commerce market, which has expanded approx. ten times over the last eight years,*1 we have implemented the following initiatives.

Enhancement of solutions

Utilize Yu-Packet Puff, our new product for small parcels, to acquire more shipping deals for cosmetics from South Korea, etc. Our service of leaving parcels at designated locations service reduces delivery burden while maintaining competitiveness in fees, thereby contributing to enhanced convenience in receiving parcels.

We entered into business alliance with KOKUSAI EXPRESS Co., Ltd., a major operator of customs clearance and bonded operations, in October 2025 and started our first initiative to make the series of processes from customs clearance collaborative operations.

Strengthening organization

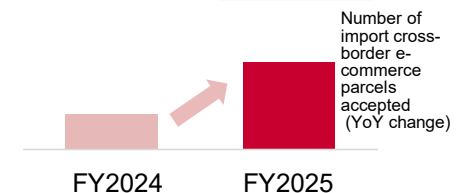
To acquire cross-border e-commerce parcel deals, Toll Holdings Limited and others established a joint venture for cross-border e-commerce (Toll Wise) in China, in 2024. Through its local sales activities and by responding to the needs specific to cross-border e-commerce, it successfully landed a large deal.

We expanded the Global Business Solutions Office at our head office to Osaka in April 2026, to strengthen our efforts to acquire the growing volume of cross-border e-commerce parcels in the Kansai International Airport area.

- ✓ Acquired over 200% of the previous year's volume in the growing import cross-border e-commerce market
- ✓ Our share in deliveries of e-commerce parcels from South Korea increased to about 40%*2

*1 The number of import permits for ¥10,000 or less, a large part of which consists of purchases made through e-commerce websites for consumers, has increased by ten times over eight years up to 2024. (Document published by Customs and Tariff Bureau, Ministry of Finance, in October 2025)

*2 As of March 2026, estimated by the Company based on the document published by Customs and Tariff Bureau, Ministry of Finance in September 2025



Postal and Domestic Logistics Business

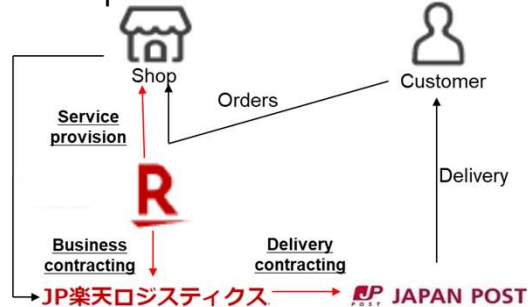
— Collaboration with External Group Companies in Logistics Business

- Established JP Rakuten Logistics, Inc. in July 2021. We developed an efficient and convenient logistics foundation and aim to open the platform for other business operators to use in the future.
- In September 2021, we concluded a Basic Agreement on Collaboration with Sagawa Express. In addition to the initiatives initially implemented, we are also building up collaboration initiatives including a nation-wide expansion of sharing package pickup locations.

Collaboration with Rakuten Group (JP Rakuten Logistics, Inc.)

Acquisition of parcels through JP Rakuten Logistics

- Established collaborative logistics sites (16 sites) with Rakuten Group and developed a joint delivery system and receiving service.
- Built an efficient operational system to generate profit while acquiring Yu-Pack parcels from Rakuten Ichiba.



Roll-out of know-how

- Enhance know-how that we have cultivated by leveraging the combination of data and technologies to roll out to the e-commerce logistics across Japan, centered on Rakuten Group
- Start offering e-commerce logistics services that we have cultivated with Rakuten Super Logistics* to the business providers other than Rakuten Group, aiming for increased income

* A service that handles everything from receipt to delivery of products for Rakuten Ichiba stores.

Collaboration with Sagawa Express

Initiatives	Overview
Joint long-haul transportation	Joint operation of transportation between business locations ① Tokyo-Koriyama (Mar. 2022) ② Tokyo-Kyushu (Aug. 2022) ③ Hamamatsu-Tokyo (Feb. 2023)
Transportation of small packages (Hikyaku Yu-Packet Express)	Use Japan Post's Yu-Packet delivery network to deliver packages received by Sagawa Express
Transportation of international packages (Hikyaku Global Post)	Use Japan Post's EMS delivery network to deliver packages received by Sagawa Express
Refrigerated express packages	Deliver frozen foods from the Post Office Catalogue with Sagawa Express' Hikyaku Cool Express service
Sharing package pickup locations	Pickup service at a post office (1,053 post offices across Japan) for packages delivered by Sagawa Express (Mar. 2026)
Joint Delivery	Joint delivery in remote islands, etc. is under consideration

<Pickup service at a post office for packages delivered by Sagawa Express>



Postal and Domestic Logistics Business

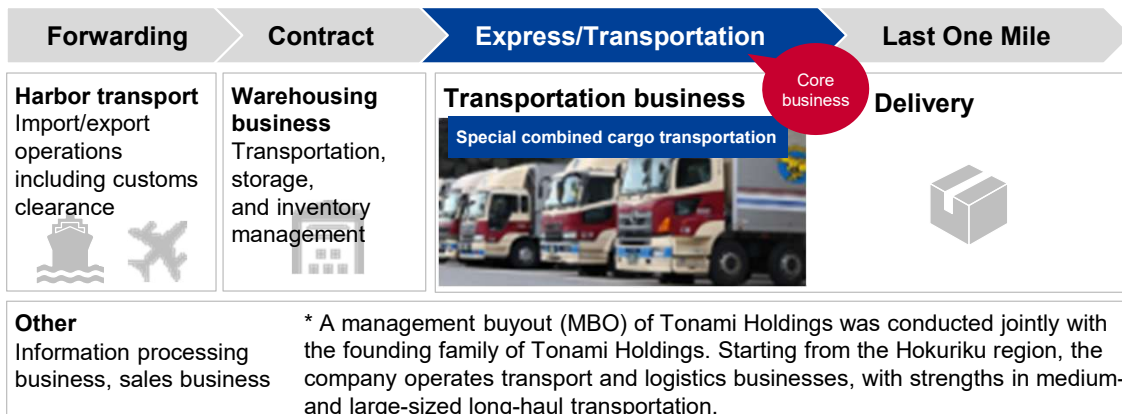
— Execution of Management Buyout (MBO) of Tonami Holdings

- ¥163.9 billion of operating income, ¥7.5 billion of net operating income, and ¥14.2 billion of net income were recorded as the results for the fiscal year ended March 31, 2026, after Tonami joined the JP Group.

Business

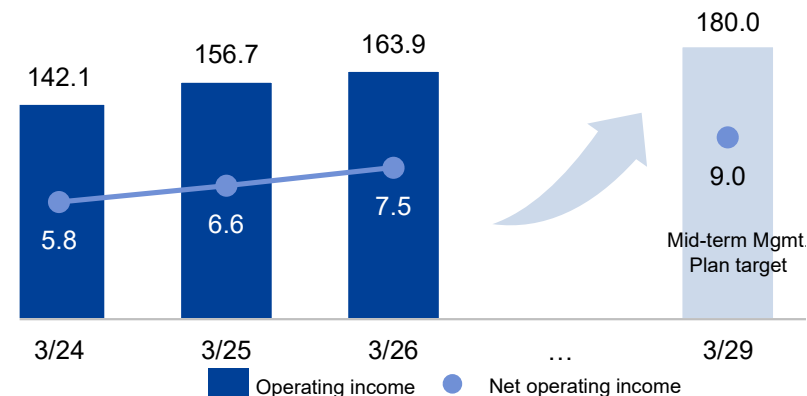


トナミホールディングス



Operating income / Net operating income (Billions of yen)

Achieve steady growth



Anticipated Synergies

① Initiatives for establishing a nationwide network	✓ Expand relay transportation between Tonami with strengths in Hokuriku and JP Logistics with strengths in Kyushu to further develop special cargo network within the Japan Post Group
② Initiatives for improving efficiency through joint delivery	✓ Both JP Logistics and Tonami have their own bases in Tokyo, Chubu, and Kansai areas, delivering parcels in the same regions. For improving delivery efficiency, we will divide delivery areas on a municipality basis between the two companies.
③ Initiatives for sharing bases and reviewing their placement	✓ Advance facility sharing between JP Logistics and Tonami ⇒ Work to establish a model facility within two years ✓ Reorganize and consolidate duplicated facilities ⇒ Those to be undertaken during the third year or later
④ Initiatives for building a sales structure, etc.	✓ Switch parcels shipped from Tonami to use Yu-Pack ✓ Aim to establish a sales structure as one group, covering home delivery as well as B-to-B, as a comprehensive logistics company (including further promotion of CL/FWD sales)
⑤ Corporate initiatives	✓ Corporate bond redemption, insurance policy reviews, etc.

Quantitative targets

Expected synergies (1st year)
(before tax) profit/loss
+¥0.35 billion

Estimated synergies (5th year)
(before tax) profit/loss
+¥1.05 billion

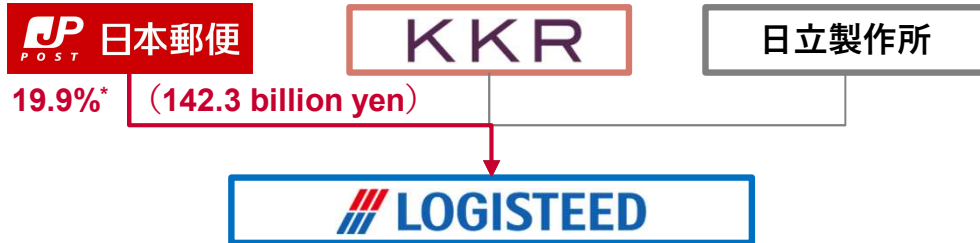
Postal and Domestic Logistics Business

— Acquisition of shares and capital/business alliance with LOGISTEED HD by Japan Post Co., Ltd.

- Japan Post Co., Ltd. has signed a capital and business alliance agreement with LOGISTEED HD and its core subsidiary and to acquire 19.9% of LOGISTEED HD shares.
- Japan Post Co., Ltd. aims to become a comprehensive logistics company capable of operating both domestic logistics (home delivery, truck transportation, and contract logistics) and global logistics seamlessly.

Transaction structure

< Post-Transaction >



- To acquire 19.9%* of shares of LOGISTEED HD (will not become an equity-method affiliate of Japan Post)

* Economic ownership basis. Initial voting rights ratio of 14.9%, remaining 5% able to be converted to common shares in the future. These figures are before dilution through already issued Class A stock options.

Strategic purpose of the transaction

Japan Post (“JP”) to establish an end-to-end logistics supply chain (general logistics)



Anticipated Synergies

Business synergies

- 【International Logistics】
 - Joint procurement of space in FF businesses, etc.
- 【Domestic Logistics】
 - Utilization of vehicles and logistics sites
 - Implementation of LOGISTEED’s operations, order management, and billing system
 - Joint procurement of materials, joint maintenance of vehicles, etc.
- 【Last-mile delivery】
 - Utilization of vehicles and logistics sites
 - Implementation of LOGISTEED’s operations, order management, and billing system
 - Joint procurement of materials and joint maintenance of vehicles

Human Resource Synergies

- Personnel exchange domestically and internationally

Progress

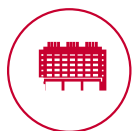
- Signed a capital and business alliance agreement with LOGISTEED in October last year; Completed payment in December; **Started formulation of a collaboration plan jointly in January this year, and; Started consideration for implementation in April.**
- As another initiative in international logistics field, Japan Post and LOGISTEED executed a Memorandum of Understanding on partial acquisition of shares of Toll on May 8, and will proceed with discussion.

Postal and Domestic Logistics Business

— Productivity Enhancement and Investment for increased capacity in our logistics business

- Establish a network of facilities that can ensure sufficient capacity for the increased volume of parcel products handled.
- Reinforce the transportation and delivery network **by improving efficiency of transport operation with transportation information management as well as enhancing delivery capacity.**

Restructuring locations



- Reorganize the facility infrastructure **by restructuring locations mainly in large cities** to ensure capacity to handle parcels and promote machine processing and labor saving.
- **To increase capacity to handle parcels**, we started **operations at a new location in October 2025 in the Nagoya area**, which requires immediate action. Strengthen a structure to process Yu-Pack and Yu-Packet parcels.

Capital investment



- Consolidate handling of mail, which is on a declining trend, to make space for handling parcels at the existing sites.
- Introduce a sorting machine suitable for small parcels, in line with the growing volume of Yu-Packet and other small parcels received.
- Drive the use of advanced technologies (Automated Guided Vehicles [AGV], robotic arms, etc.) to **mechanize and automate in-house tasks**, with a view to the declining working population.



Aichi Post Office (Exterior)



Small packet sorting machine

Managing transportation information



- Achieve labor-saving by utilizing smartphone apps and other devices to make delivery and receipt of parcels paperless.
- Simplify the management of business conditions by visualizing the dynamic management of transportation flights and loading information from the information registered in the app.
- Establish an **efficient transportation network** by setting up transportation flights based on the data obtained.

Enhancing delivery capacity



- Improve small parcel delivery capacity by introducing **three-wheeled minicars and large carrying boxes**.
- Study the practical application of **drones, delivery robots and autonomous vehicles**.



Logistics drone



Three-wheeled minicar

Postal and Domestic Logistics Business

— Improving productivity・Strategic IT investment

- In addition to reviewing post office delivery routes and areas based on data acquired using telematics, we will promote measures to **improve productivity**, such as using AI to automatically create delivery routes and streamline pickup and delivery.
- By extending functionality of the Digital Address Service, we will further **enhance its value** aiming for more users.

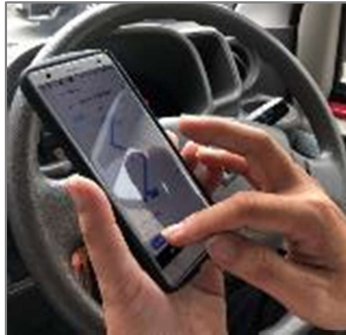
Improving productivity

Applying the latest technology



- Reviewing post office delivery routes and areas by using smartphones and **telematics*** and **streamlining pickup and delivery operations using automated creation of delivery routes by AI (automatic routing)**.
- Introduced a system that allows simplified updating procedures for requests to leave parcels in designated places, which used to be received on paper, in June 2025.
- Plan a service extension to advance delivery notifications and other registered mails.
- Implement measures for promotion of leaving parcels in designated places, such as those for increasing use of e-receiving assistance and Designated Location Direct services and online request for delivery to a designated place.

* Telematics refers to the use of smartphone applications and GPS data to enable real-time fleet management in transportation services.



Launch of the Digital Address service

- We launched the **Digital Address service**, a service that can **convert addresses into a 7-digit alphanumeric code**, in May 2025. Even if a registered address is changed, the digital address will not be changed, meaning that **it is possible to keep the same code after relocation**.
- We launched the Business Digital Address service for corporate and sole proprietor users in March 2026. This service allows the users to **provide their latest business information not limited to their address**.
- We also offer API* to obtain information from digital addresses, **driving further enhancement of value and spread of the Digital Address service**.

Overview of digital address



Data to be linked to a business digital address (Under expansion)



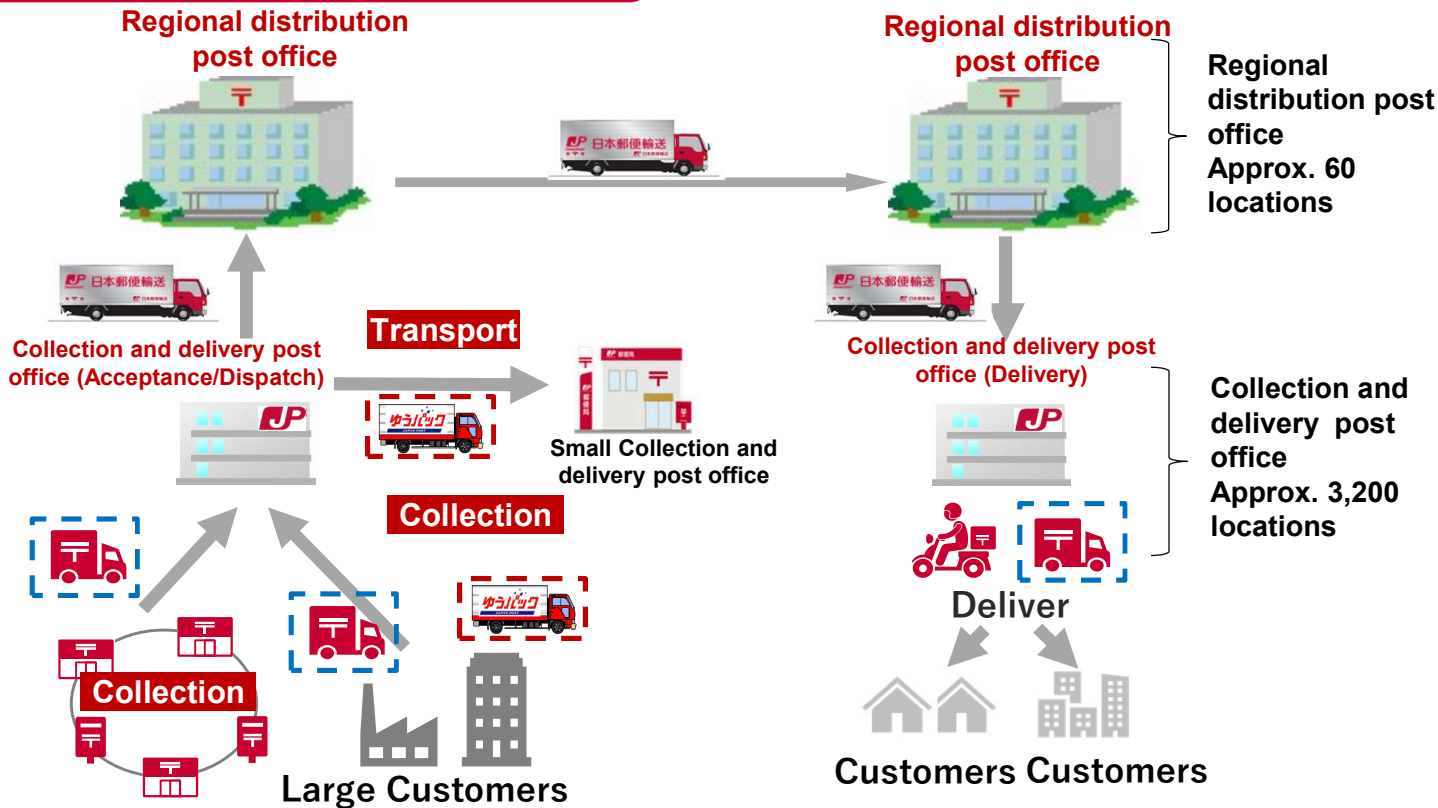
* API refers to a technology for improving efficiency of system integration and service development.

Postal and Domestic Logistics Business

— Strengthening Governance

- On June 25, 2025, Japan Post received a revocation of its license for its general motor truck transportation business due to deficiencies with roll call operations and is no longer permitted to use vehicles of 1 ton or more (trucks, etc.). It has responded by outsourcing to local transportation companies.
- On October 1, 2025, 1,862 post offices across Japan were notified of the enforcement of administrative dispositions for general motor truck transportation businesses. Each collection and delivery post office subject to administrative disposition is unable to use part or some or all of light vehicles for a certain period of time, in accordance with its violation details and the number of vehicles deployed. The administrative disposition at all collection and delivery post offices will have been completed by June 1, 2026.

Transportation and delivery network



Status of the administrative dispositions

- **Vehicles of 1 ton or more (trucks, etc.)**
Approx. 2,500 units
(Approx. 330 post offices)
 ⇒ June 2025: Permission revoked for the general motor truck transportation business (No permission will be granted for 5 years)



(The trucks outlined in red in the figure shown on the left.)

- **Small Vans Approx. 32,000 units**
 ⇒ The number of vehicles and the duration of the suspension are determined based on the details of the violation and the fleet size at each business location.

Disposition notices received at any time from October 2025 onward.



(The trucks outlined in blue in the figure shown on the left.)

- **Motorcycles Approx. 83,000 units**
 ⇒ No disposition applied



Main measures to prevent recurrence

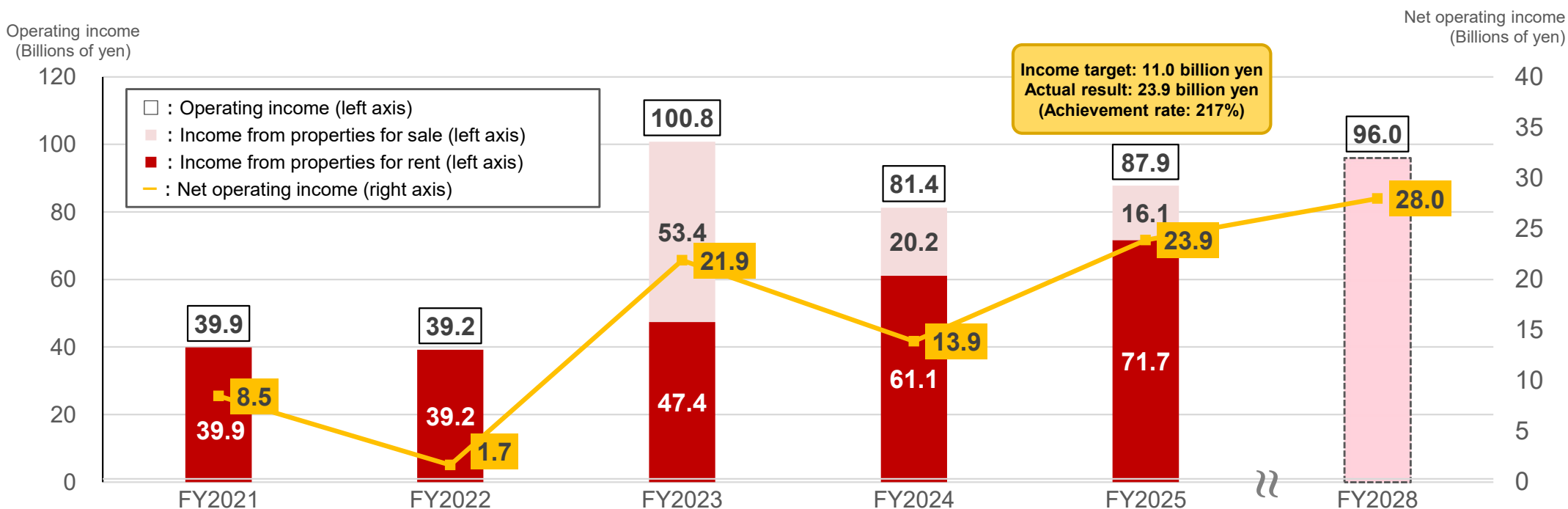
- ✓ Launch of digital roll calls (All collection and delivery post offices, approx. 3,200 post offices)
- ✓ Prompt appointment of Light Motor Hauling Safety Managers (Approx. 50,000 personnel have completed training (Achieved 100% of the fiscal year-end target))
- ✓ Thorough mindset reform, stronger monitoring by inspection and audit departments, and establishment of PDCA meetings (ongoing)

Real Estate Business

— Trends in Profit and Loss, etc. during the Medium-term Management Plan period (2021 to 2025)

- We positioned the previous Medium-term Management Plan period as a period to build a stable and solid income base by accumulating real estate for rental business.
- Net operating income for FY2025 amounted to ¥23.9 billion, achieving the target by increasing rent income with completion of construction of five major properties and acquisition of profitable properties, among others.

Trends in operating income and net operating income



Item	FY2021	FY2022	FY2023	FY2024	FY2025	FY2028(Plan)
Operating income	39.9	39.2	100.8	81.4	87.9	96.0
Net operating income	8.5	1.7	21.9	13.9	23.9	28.0
EBITDA	18.5	12.6	37.6	33.7	44.1	48.0

Real Estate Business

— Major Large-Scale Development Projects to Date (Developed Using Group-Owned Real Estate)



JP Tower (KITTE)

Location : Chiyoda-ku
Total floor : 212,000㎡
Construction completion : May.,2012

JP Tower Nagoya (KITTE NAGOYA)

Location : Nagoya-shi
Total floor : 180,000㎡
Construction completion : Nov.,2015

Hiroshima JP Building

Location : Hiroshima-shi
Total floor : 44,200㎡
Construction completion : Aug.,2022

Azabudai Hills Mori JP Tower

Location : Minato-ku
Total floor : 461,770㎡
Construction completion : Jun.,2023

JP Tower Osaka (KITTE OSAKA)

Location : Osaka-shi
Total floor : 227,000㎡
Construction completion : Mar.,2024

Before FY2020

Previous Medium-Term Plan period (FY2021–FY2025)



Sapporo Mitsui JP Building

Location : Sapporo-shi
Total floor : 68,190㎡
Construction completion : Aug.,2014



Omiya JP Building

Location : Saitama-shi
Total floor : 45,700㎡
Construction completion : Aug.,2014



KITTE HAKATA

Location : Fukuoka-shi
Total floor : 64,300㎡
Construction completion : Mar.,2016



Kuramae JP Terrace

Location : Taito-ku
Total floor : 99,700㎡
Construction completion : Mar.,2023



Gotanda JP Building

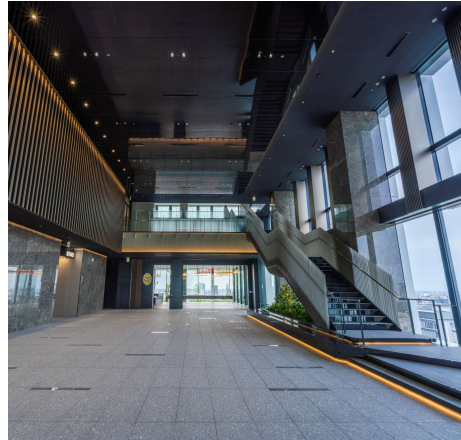
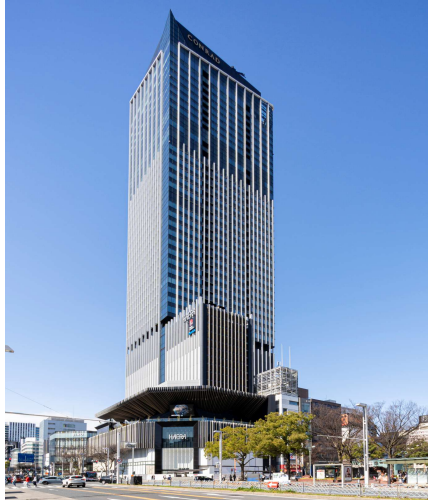
Location : Shinagawa-ku
Total floor : 69,000㎡
Construction completion : Dec.,2023

Real Estate Business

— Major Development and Acquisition Projects in FY2025

Major Properties Under Development

● The Landmark Nagoya Sakae



▲ Office sky lobby

Current status	Completed (before opening)	Transportation	Directly connected to Sakae Station on the Higashiyama and Meijō Subway Lines
Location	Nagoya-shi	Total floor	41 floors above the ground level, 4 floor below
Principal use	Offices	Height	Approx.211m
Total floor area	109,700㎡		
Full opening	June 2026		

● Former Shirokane Company Housing



Current status	Under construction
Location	Minato-ku, Tokyo
Principal use	Housing
Total floor area	99,000㎡
Construction completion	FY2029

● Osaka Sakurajima Resort Project

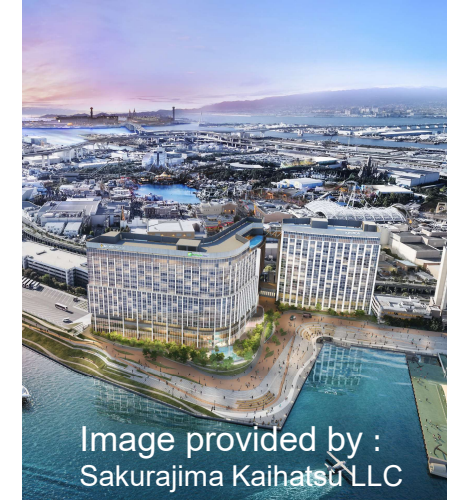


Image provided by : Sakurajima Kaihatsu LLC

Current status	Under construction
Location	Osaka-shi
Principal use	Hotel
Total floor area	100,400㎡
Construction completion	FY2028

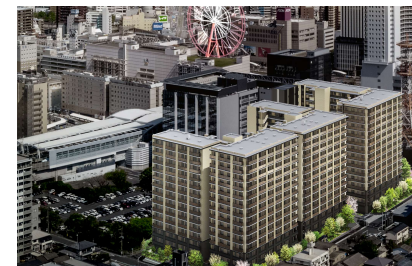
Major Development Projects (construction completed in FY2025)



Park Homes Urawa Tokiwa Ryokusai Residence (Former Urawa Tokiwa Company Housing)



Proud Ikeshita Takami (Former Takami Dormitory)



MJR Kagoshima Chuo Station Front The Garden



JP noie Tenjin Minami

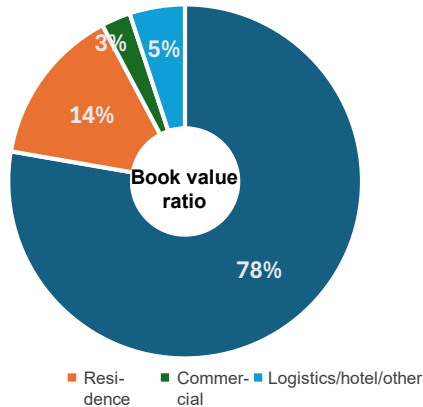


ORSUS Otorii

Major acquisitions (acquired in FY2025)

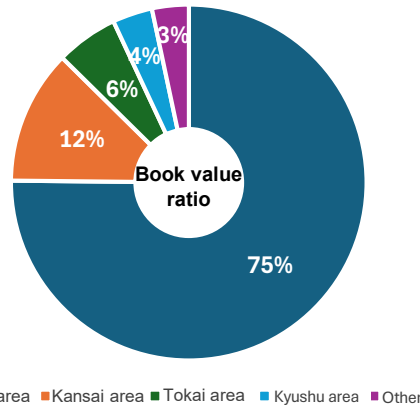
By asset

Comprehensive portfolio mainly consisting of offices and residences



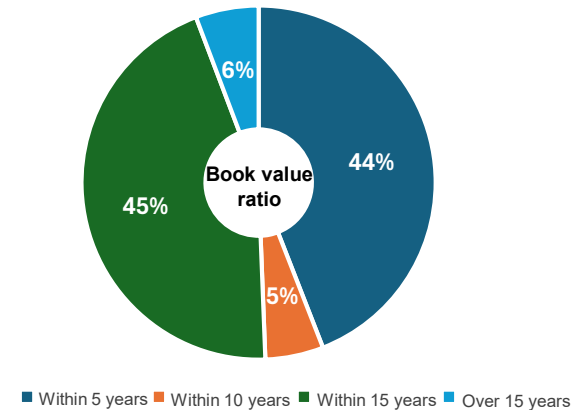
By area

Portfolio mainly consisting of properties in three major city areas with development of Group-owned real estate in prime locations



By building age

Portfolio with many relatively-new properties which are highly competitive



Offices

JPTOWER

JP BUILDING



JP Tower



JP Tower Osaka



Omiya JP Building

Total leased floor area	Approx. 420,000 m ²
Average occupancy rate*	98.8%

Residences

JP noie



JP noie Todoroki



JP noie Himonya Minami

Total leased units	Approx. 3,300 units
Average occupancy rate	97.5%

Commercial facilities

KITTE



KITTE HAKATA



KITTE OSAKA

Total leased floor area	Approx. 43,000 m ²
Average occupancy rate	99.8%

Other assets

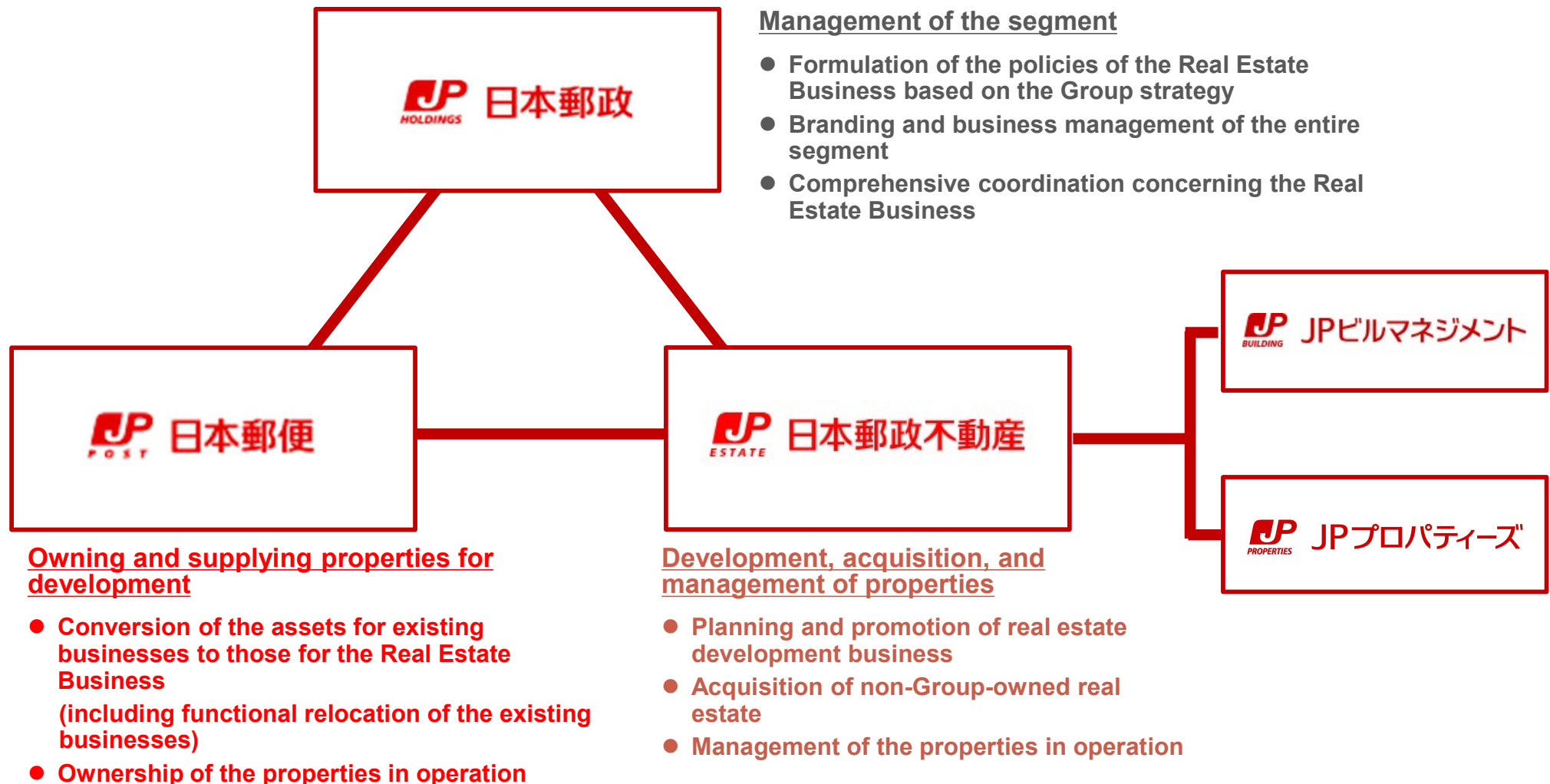


Logisite Kumiyama (Logistics facilities)



Guranda Mejiro Nibankan and Benesse Mejiro Nursery School (Facility for the elderly and daycare center)

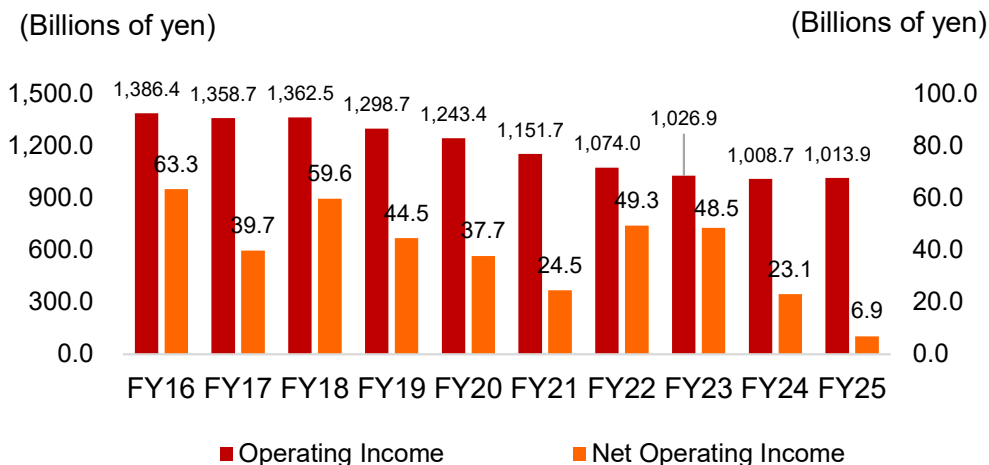
- The Group's Real Estate Business segment structure and the role of each company is as follows.
- Through a business management framework in which Japan Post Holdings, Japan Post, and Japan Post Real Estate work together, we aim to maximize profit across the entire segment.



Post Office Business

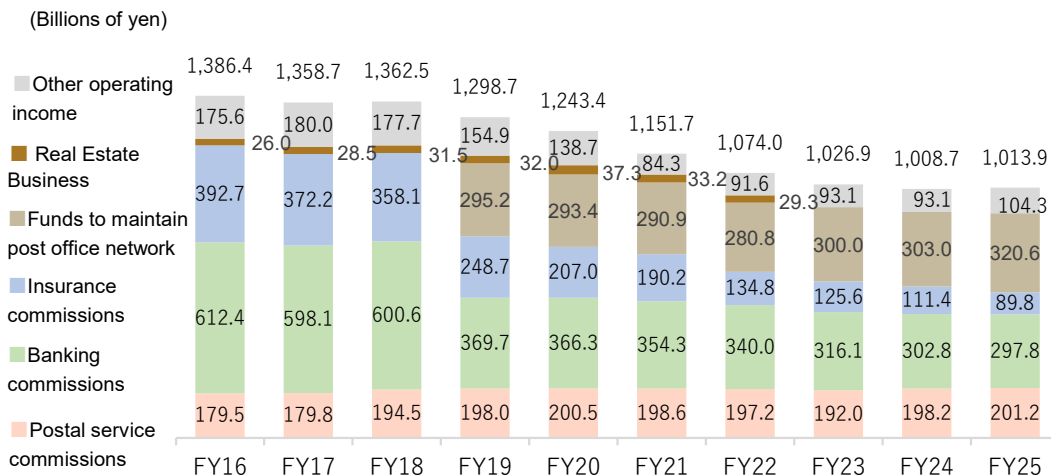
— Trends in Operating Income and Net Operating Income, etc.

Trends in operating income and net operating income of post office business*



* Operating income in this chart includes the Real estate business until FY2022, but not in FY2023 and onward.

Trends in operating income of post office business



*1 Insurance commissions for FY2020 and FY2021 do not match the figures in the data published by Japan Post Insurance as the method of recording inappropriate policies have been adjusted.

*2 Deposit commissions for FY2021 do not match the figures in the data published by Japan Post Bank due to an incident related to outsourced operations.

*3 Other operating income: Includes income from merchandising, third-party financial product agency services, etc.

Overview of commissions for business consignment

● Banking commissions = basic fees + sales and administrative incentives

(Basic fees)

Fees for the administration of deposits, investment trusts, remittance settlements, etc.

The percent change compared to the previous fiscal year of the “amount commensurate with the cost of consigned operations” calculated by Japan Post Bank based on unit prices set for consigned operations, multiplied by the previous fiscal year’s basic fee.

(Sales and administrative incentives)

Amount commensurate with sales and administrative incentives

● Insurance commissions = commission for insurance solicitation + maintenance and collection fee, etc.

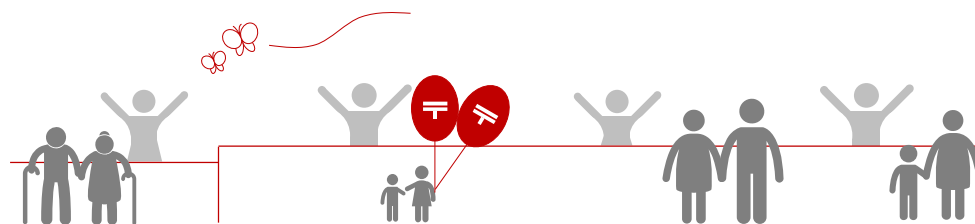
(Commission for insurance solicitation)

Multi-year installment commissions, primarily linked to new policies (solicitation performance) and based on a standard formula in the life insurance business.

(Maintenance and collection fee, etc.)

Composed of a fee proportional to the number of in-force policies, number of post offices, etc. (basic fee) and fees based on the achievement of indicators of maintenance of policies in force (incentives).

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Post Office Business

— Growth of the Financial Business / Enhancement of Points of Contact for Customers

- We will enhance points of contact for customers through the synergies from physical, digital, remote approaches, by utilizing digital channels such as apps and remote channels that enable consultations with employees who possess specialized knowledge, in addition to the physical channels that are a strength of the Group.

Physical Channel (Post offices, etc.)

- Offer face-to-face consultation and handling procedures as a familiar and secure contact point. Make proposals based on consulting through dialogue with customers.
- Linkage to remote channels according to circumstances of post offices.

Remote Channel (Expanding the Financial Services Contact Center)

- The Financial Services Contact Center aims to ensure that we can provide the same financial services 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 and non-life insurance.
- Customers can consult with a specialized operator online using tablets available at post offices.
- In FY2025, the Financial Services Contact Center (the investment trust department) expanded its scope to all post offices that do not handle investment trusts (approximately 18,300 post offices).



Financial Services Contact Center

Digital Channel (Utilization of the Post Office App)

- Released Post Office App in October 2023 as a **platform application that seamlessly integrates “physical” and “digital services”** to provide a less stressful digital experience with a UI/UX that is easier to use than ever before.
- The service provides consultation applications for the services consigned from Japan Post Bank, Japan Post Insurance, and others.
- **Additional features have continued to be announced**, with the addition of membership card function as well as **incorporating** all features of Yu-Pack Smartphone Discount App, making them available on the Post Office App, in the first half of FY2025.
- Aim to **increase usage by improving customer convenience** through means such as simplifying label printing procedures by linking with Yu ID.



Post Office Business

— Structural Reform of Post Office Business · Establishment of a Flexible Operation System Through Flexible Counter Operating Hours

- Even as local circumstances are becoming more diverse due to population decline and depopulation, and the number of post office counter staff is expected to decrease due to the decline in the working-age population, we will improve productivity by establishing flexible operations adapted to local circumstances through measures such as flexible adjustment of counter operating hours.
- We will also implement the optimization of personnel deployment, as well as optimal placement of post offices and other measures to solve issues such as declining demand and aging post office buildings.

“Suspension of counter operations during lunch hours” “Utilizing half-day closures of post office counters”

- We will trial suspension of counter operations during lunch hours and half-day closures of post office counters at some post offices, based on local circumstances, to maintain the post office network amid rapid changes in the environment, such as the concentration of the population in urban areas and the depopulation of regional areas.
- The approx. 1,400 post offices that trialed suspension of counter operations during lunch hours from November 2024 have switched to full implementation (some suspended trials). From May 2025, 1,100 post offices commenced trials. As of the end of FY2025, 2,423 post offices, including those under trial, implement suspension of counter operations during lunch hours.
- Taking advantage of the half-day closures of post office counters, we have begun trialing delivery services during closed hours (from May, 2025) and operating post offices in tourist areas on Saturdays, Sundays, and holidays (from June, 2025).

(Example of counter service hours when counter services are suspended from 11:30 to 12:30 each day)

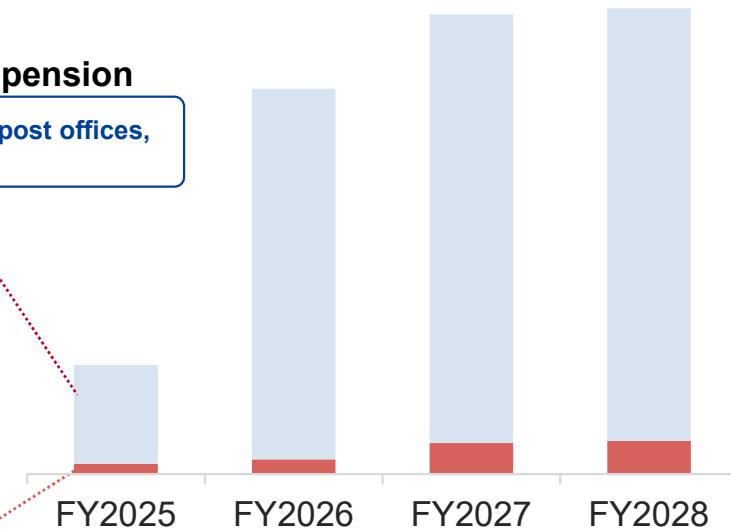
	Current	Trial
Postal services	9:00am to 5:00pm	9:00am to 11:30am 12:30pm to 5:00pm
Financial services	9:00am to 4:00pm	9:00am to 11:30am 12:30pm to 4:00pm

Number of offices implemented flexible counter operating hours

- Expand gradually according to local circumstances
 - Noon service suspension: We aim to implement these measures at approx. 10,000 post offices.
 - Half-day operations, etc.: We aim to implement these measures at approx. 150 post offices.

Noon service suspension

Implemented at 2,423 post offices, including trials



Half-day operations, etc.

Trial implementation at 2 locations (total of 4 post offices)

- **Strengthen initiatives conducive to building continual relationships with local governments**, such as administrative work contracts from local governments, and **promote partnerships and business alliances with companies outside the Group**, such as regional financial institutions.

Administrative work contracts from local governments

- **Provide contracted services for local governments, such as the issue of public certificates**, based on the Act on Handling of Certain Services of Local Governments at Postal Offices and other relevant laws.

	Administrative services	Services handled*
1	Issue of public certificates, etc.	472 post offices for 140 local governments
2	Administrative services associated with electronic certificates of Individual Number Cards	312 post offices for 93 local governments
3	Administrative services such as the receipt of applications for the issue of Individual Number Cards	81 post offices for 24 local governments
4	Administrative work apart from 1 to 3 above	130 post offices for 40 local governments
5	Contracted counter services, etc.	5,284 post offices for 343 local governments

* As of March 31, 2026

- **We are being entrusted with administrative work by several local governments*** planning to abolish or relocate branches and branch offices. We are contributing to maintain and improve services for residents.

* Yasuoka Village, Nagano Prefecture, Kaga City, Ishikawa Prefecture, and Amakusa city, Kumamoto Prefecture, etc

- Starting from FY2025, **the government provides support through a special local grant tax measure** with municipalities that subcontract counter operations to post offices in depopulated areas to cover the initial cost of subcontracting administrative services and resident life support services in accordance with the Act on Handling of Certain Services of Local Governments at Postal Offices.

[Specific examples of services]

Administrative services: Support for applications to municipalities, online consultation, etc.
Life support services for residents: Shopping assistance, online medical care support, etc.

Establishment of regional financial institution functions

- Lease of some of the space in post offices for the installation of corners with the ATMs and service counters of regional financial institutions.

[Installation of ATM]

Miyazaki Bank (1)	Nanto Bank (7)
Kiraboshi Bank (3)	Kiyo Bank (3)
The Juhachi - Shinwa Bank (9)	Hokkaido Bank (2)
Yukiguni Shinkumi Bank (2)	Shizuoka Bank (1)
Fisheries Co-operative Association of HIYAMA (1)	
Asahikawa Shinkin Bank (1)	North Pacific Bank (2)
Kyoto Chuo Shinkin Bank (1)	
Kirayaka Bank (1)	The Taiko Bank (1)
Hokkaido Shinkin Bank (2)	

[Installation of ATM + service counter]

Kumamoto Bank (1)	The Juhachi - Shinwa Bank (1)
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*As of March 31, 2026. The number of post offices

[Example of installation]

The Juhachi - Shinwa Bank ATM (Unzen Post Office, from January 31, 2022) Kumamoto Bank service counter (Ushibuka Post Office, from March 10, 2025)



Reception and handling of banking procedures at post offices

- Customers of regional financial institutions can carry out various administrative procedures at post offices (such as changes of address, name, and personal seal, closing accounts, payments and bank transfers).

Nanto Bank (1)
Hokkaido Bank (1)

* As of March 31, 2026



[Example of installation]

Counter for handling banking procedures for Hokkaido Bank (Oiwake Post Office, from September 16, 2025)

Post Office Business

— Structural Reform of Post Office Business / Lifestyle Support Services

- We will provide a unified experience to customers through the integrated operation of the End-of-life Planning Service, Mimamori (Watch Over) Service, and Mimamori (Watch Over) Service for Vacant Homes, aiming to build a service structure that provides seamless end-to-end support particularly for services in the preceding and following areas of inheritance.
- We have implemented initiatives at some post offices on a trial basis to provide continuous support for the customer's daily lives through daily necessities shopping assistance.

End-of-life Planning Service

- We offer the End-of-life Planning Service to help reduce anxiety in an aging society and stay positive, with a dedicated call center. The center functions as a casual consultation point where anyone can ask for a consultation on end-of-life planning on the phone, and refers them to a specialist business operator in accordance with their needs.
- The number of calls received reached approx. 10,000 in FY2025 (120% YoY). We will strive to raise awareness of this service to increase the number of calls received.



Post Office's Mimamori (Watch Over) Service and Mimamori (Watch Over) Service for vacant homes

- We offer the Post Office's Mimamori (Watch Over) Service through which post office staff visit the home of an elderly person who lives away from their other family members once a month to check on their living situation, etc. and inform the family and municipality of the situation, to help families who live far away.
- Launched a service to report the condition of a vacant home to a customer who owns such a vacant home and lives far away in 2025. This Mimamori (Watch Over) Service for vacant homes aims to contribute to solving issues related to vacant homes.



Shopping assistance

- Started a trial to sell food and daily necessities handled by FamilyMart at four post offices within the Kanto Regional Office in October 2021. They are showcased on display shelves and refrigerated display cases placed at its customer lobby.
- Started a mobile sales service in collaboration with LAWSON, by using a vacant space at the Echigoueda Post Office in Minamiuonuma-shi, Niigata, as a delivery base in July 2022.
- Started a trial to sell food and daily necessities handled by MINISTOP at 37 post offices within the Kanto Regional Office in January 2026. They are showcased on display shelves and refrigerated display cases placed at its customer lobby.

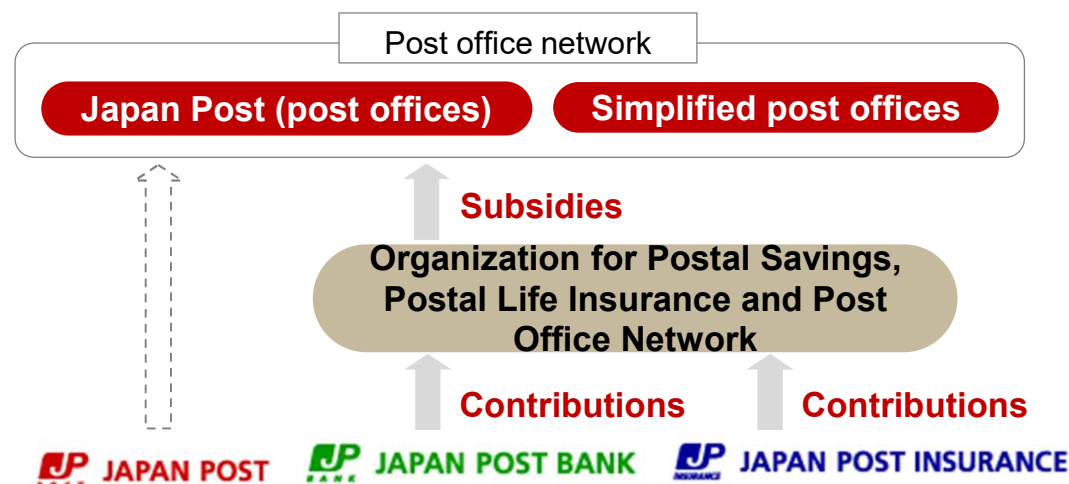


- Since August 2025, we have entered into a capital and business alliance agreement with KURADASHI Co., Ltd., with the aim of the realization of a sustainable society and enhancement of mid- and long-term corporate value.
- Since November of the same year, food waste reduction products have been sold at Post Office Internet Shop, promoting social contribution within daily lives by balancing food waste reduction and affordable purchasing experience.
- Development of home-delivered frozen meals is underway jointly with KURADASHI Co., Ltd., aiming to offer new food choices in response to consumers' health-consciousness and time-saving needs.

- The Organization for Postal Savings, Postal Life Insurance and Post Office Network changed the calculation method for the proportionate share of expenses indispensable for maintaining the post office network.
- **The total amount of subsidies for FY2026 is expected to increase by ¥12.7 billion.**

Overview of the subsidy program

- Of the costs required to maintain the post office network, the costs* indispensable to securing a universal service—excluding the amount to be borne by Japan Post—have been covered by a subsidy granted to Japan Post by the Organization for Postal Savings, Postal Life Insurance and Post Office Network, with contributions from Japan Post Bank and Japan Post Insurance as the funding source since FY2019.
- Sum of the following costs based on the most recent status of the maintenance of the network
 - a. Costs required (personnel expenses, rent, construction costs, other costs required for the maintenance of post offices, costs for the transportation and administration of cash, property taxes and business office taxes) to ensure the availability of a universal postal service at post offices (approx. 20,000 locations), assuming that the post office network is composed of post offices of the smallest scale possible.
 - b. Costs required for the minimum consignment to ensure the availability of a universal postal service at simplified post offices (approx. 4,000 locations).



● Amount of subsidies in FY2026 (Billions of yen)

	Total amount of subsidies (*)	Japan Post Bank contributions	Japan Post Insurance contributions
Amount	333.4	274.0	59.5
YoY	(+12.7)	(+10.9)	(+1.8)

*The total amount of subsidies is the sum of Japan Post Bank and Japan Post Insurance's contributions minus the administrative expenses of the Organization .

Universal service providing at post offices

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.

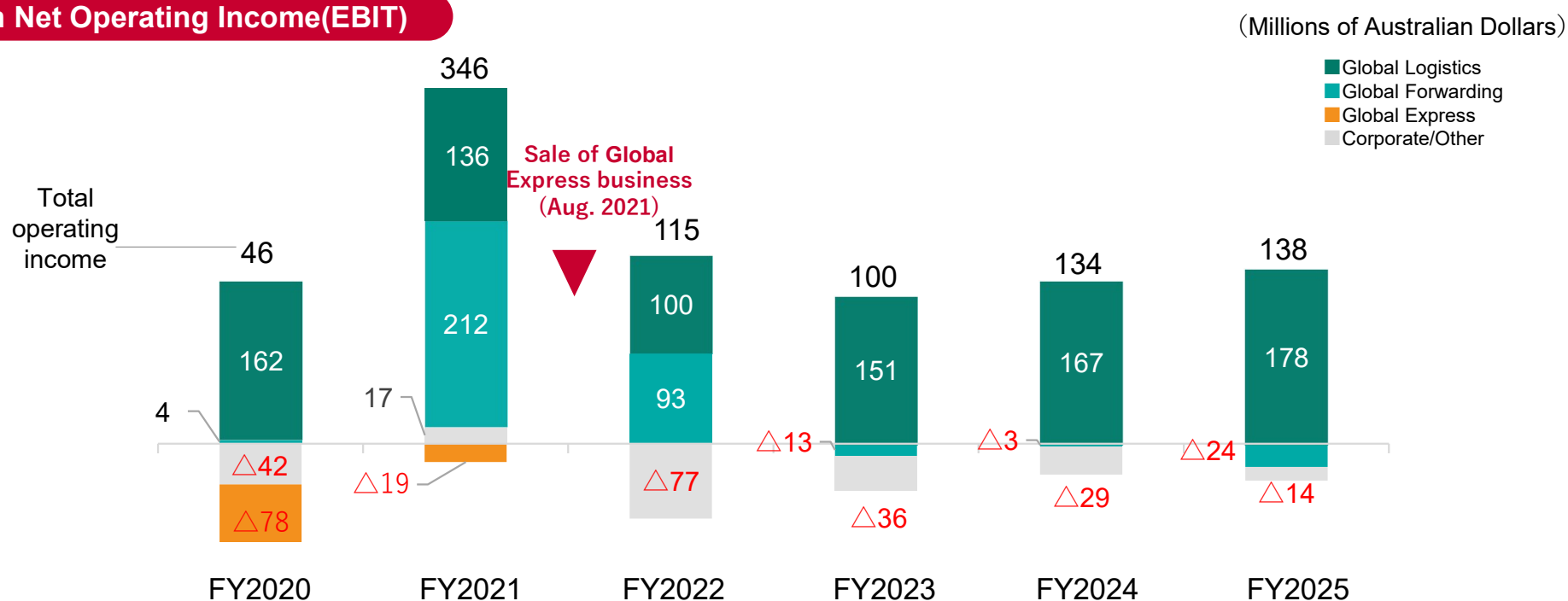


International Logistics Business

— Trends in Net Operating Income (EBIT)

- Sold unprofitable global express business in August 2021 and **focused on sustainably expanding the scale of income and improving the profitability of forwarding and logistics.**
- In the global logistics business, we will promote the construction and expansion of warehouses across Asia and the strengthening of the sales structure to achieve profit growth through the transition to an Asia-focused business model.
- In the global forwarding business, we will strive to expand volumes handled and reduce fixed costs to enable stable profit creation.

Trends in Net Operating Income(EBIT)



*1 Net operating income (EBIT) for the Global Express business for FY2021 includes amounts of depreciation and amortization that are disregarded under IFRS (these are offset under the corporate segment).

*2 Due to the inter-segment reclassification of some businesses in FY2022, figures for FY2021 have been reclassified (the total amounts remain unchanged).

*3 Due to JP Logistics Group Co., Ltd. changing its segment to "Postal and Domestic Logistics Business" from FY2023, the figures for FY2022 have been reclassified.

*4 Due to the inter-segment reclassification of some businesses in FY2024, figures for FY2023 and FY2022 have been reclassified (the total amounts remain unchanged).

- Equity method income of ¥41.6 billion was recorded for the fiscal year ended March 31, 2026. Approx. ¥52.0 billion* is forecast for the fiscal year ending March 31, 2027.
- Due to Aflac Inc.'s repurchase of its own shares, our shareholding ratio in Aflac Inc. exceeded the 10% upper limit stipulated in the shareholder agreement, and we therefore started selling a portion of our shares and recorded a gain on sale of ¥2.6 billion.

*The forecast of equity in earnings (losses) of Aflac Incorporated is independently calculated by the Company based on Aflac Incorporated's actual financial results, foreign exchange rates, and the amount of goodwill recognized on the Company's equity interest. It has not been confirmed by Aflac Incorporated, nor does it represent or imply any forecast of Aflac Incorporated's business performance.

Time line

March 2008	Business alliance <ul style="list-style-type: none"> Started handling Aflac cancer insurance (October)
July 2013	Comprehensive business alliance <ol style="list-style-type: none"> Sell Aflac cancer insurance at 20,000 post offices nationwide Started handling at Japan Post Insurance Developed exclusive products
December 2018	Capital-based Strategic Alliance <ol style="list-style-type: none"> Acquired approximately 7% of Aflac common stock (Acquisition amount: approx. ¥300 billion) Reaffirmed initiatives related to cancer insurance Considered new collaborations
June 2021	Further developed the Capital-based Strategic Alliance Built and strengthened a system to promote insurance sales to individuals, DX promotion, efforts to create innovation, etc.
March 2024	Aflac Incorporated to become an equity-method affiliate of Japan Post Holdings*

* Aflac Inc.'s Articles of Incorporation stipulates a provision that, in principle, Aflac Inc. allocates 10 voting rights per share of common stock after holding the shares consecutively for 48 months. In accordance with the provision, the Company's voting right ratio reached the level of application of the equity method.

Recognition of gain on sale of shares

- The shareholder agreement concluded in December 2018 stipulates an ownership limitation provision for the Company that sets a maximum holding ratio of the shares of Aflac Inc. by the Company to be 10%.
- The Company's holding ratio exceeded the maximum during the fiscal year ended March 31, 2026, as Aflac Inc. repurchased their shares. Accordingly, the Company started to sell a portion of shares and recorded gain on sale of ¥2.6 billion for the fiscal year ended March 31, 2026.

Earnings from Aflac Inc. shares in the fiscal year ended March 31, 2026

		Full-year (accumulated)	[Quarterly Results]			
			Apr. - June.	Jul. - Sept.	Oct. - Dec.	Jan. - Mar.
Equity method Income (loss)	Billions of yen	41.6	(2.4)	5.5	20.6	17.9
Net income of Aflac	Millions of USD	—	29	599	1,639	1,379
Ratio of shareholders' equity	%	—	9.51	9.64	9.78	9.95
Exchange rate	Yen	—	152.60	144.59	147.48	154.15
Gain on sale of shares	Billions of yen	2.6	—	—	—	—

(Reference: Dividends received from Aflac Inc FY2025: ¥18.5billion *Since the dividends received from an equity-method affiliate, they are excluded from revenue in the Group's consolidated statement of income.

Sustainability

- Under the Medium-term Management Plan “JP Vision 2025+,” we targeted a 46% reduction in greenhouse gas (GHG) emissions by FY2030 (compared to FY2019), aiming to achieve carbon neutrality by 2050.
⇒ GHG emissions for FY2024 were down 24.2% compared to FY2019.
- Under the current Medium-term Management Plan (FY2026 to FY2028), we have set the top three management priorities (materialities) and non-financial targets and KPIs for the realization of social values we aim to create.

Main Initiatives to reduce GHG emissions	
Reduction measures	Main initiatives (as of March 31, 2026)
Electrification and elimination of fossil fuels	<ul style="list-style-type: none"> ● Introduction of Evs (Number of vehicles owned) EV cars: Approx. 8,200 EV motorcycles: Approx. 28,200
Energy efficiency	<ul style="list-style-type: none"> ● Introduction of air conditioning control service: 38 post offices
Novel energy	<ul style="list-style-type: none"> ● Install and operate solar power facilities ● Introduce power optimization services using large-scale batteries
Product and service development	<ul style="list-style-type: none"> ● Launch of Yu-Packet Puff service for corporate users, in which non-contact delivery to the places designated by customers in sending, in addition to leaving parcels at designated places service ● Sale of OITETTE, our original bag for the service of leaving parcels in designated places



EV car



Solar power facility (Shin-Sendai Post Office)

Targets / KPIs	
Top management priorities (materialities) to realize social values we aim to create: “development of society and the region” and “realization of happiness for stakeholders.”	
[Local community] Fulfilling our role as regional infrastructure and a lifestyle support hub	
[People] Provision of services that support lifestyles according to needs and life stages	
[Trust] Strengthening of the foundation of trust from the local community and customers	
Non-financial targets / KPIs for the realization of values (FY2028 Targets)	
■ Supporting lifestyles	<ul style="list-style-type: none"> • Total number of contracted local governments: 600
■ Improving accessibility	<ul style="list-style-type: none"> • Number of Yu ID Members: 28 million • Number of Post Office App downloads: 20 million
■ Solving social issues through investment and financing	<ul style="list-style-type: none"> • Sustainable investment (Impact investment and ESG investment and financing)
■ Deepening human capital management	<ul style="list-style-type: none"> • Childcare leave utilization rate / Average number of days of childcare leave taken by men 100% childcare leave utilization for both men and women Average childcare leave period for men: at least one month • Engagement score: Grade B* for the Group as a whole • Ratio of women in management positions - Japan Post Holdings / Japan Post Co.: 14.0% - Japan Post Bank: 25.0% - Japan Post Insurance: 16.5%
■ Contribution to the realization of a decarbonized, recycling-oriented society	<ul style="list-style-type: none"> • Greenhouse gas (GHG) emission reductions Reduce 46% by FY2030 (compared to FY2019) Become carbon neutral in 2050

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

[Reference] Transition of Significant Management Indicators (for five years)

		FY2021	FY2022	FY2023	FY2024	FY2025
● Transition of Significant Management Indicators (Consolidated)						
Total Income	(Millions of Yen)	11,264,774	11,138,570	11,982,152	11,468,368	11,440,586
Income before income taxes	(Millions of Yen)	991,464	657,663	668,316	814,596	1,074,966
Net income attributable to Japan Post Holdings	(Millions of Yen)	501,685	431,045	268,685	370,564	374,556
Net assets	(Millions of Yen)	14,688,981	15,096,168	15,738,530	15,289,540	16,481,925
Total assets	(Millions of Yen)	303,846,980	296,093,652	298,689,150	297,149,653	289,864,524
ROE (based on net assets)	(%)	3.8	3.9	2.6	3.8	4.0
ROE (based on shareholders' equity)	(%)	4.7	4.4	3.0	4.4	4.5
PBR	(times)	0.27	0.37	0.48	0.49	0.52
Employees [Average number of temporary employees]	(Numbers)	232,112 [144,935]	227,369 [142,436]	221,387 [136,219]	218,718 [133,920]	224,438 [131,493]
● Shareholder return of Japan Post Holdings						
Dividend per year	(Yen)	50	50	50	50	50
Share repurchase	(Millions of Yen)	350,000	200,000	300,000	350,000	250,000
Dividend payout ratio	(%)	37.9	41.4	62.3	41.9	38.7
Total dividend ratio	(%)	106.3	86.5	172.3	135.4	104.6
● Transition of Significant Management Indicators of Main Subsidiary Companies						
Japan Post (ROE (based on net assets))	(%)	10.7	7.2	0.9	△0.6	1.5
Japan Post Bank (ROE(based on net assets))	(%)	3.3	3.3	3.7	4.4	5.8
Japan Post Insurance (ROE(based on net assets))	(%)	6.0	4.1	3.0	3.7	4.6

*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.

UNOFFICIAL TRANSLATION

Although the Company pays close attention to provide English translation of the information disclosed in Japanese, the Japanese original prevails over its English translation in the case of any discrepancy.

進化する
ぬくもり。

JP Plan 2028

Achievement of Sustainable Development and Growth of
Japan Post Group Network



日本郵政グループ

Japan Post Group Management Philosophy

Stressing the security and confidence of Japan Post Group network, the Group, as a private corporation, is demonstrating creativity and efficiency to the greatest extent possible, and will provide customer-oriented services, support the lives of customers in local communities and aim for the happiness of customers and employees. The Group will also pursue managerial transparency on its own, observe rules and contribute to the development of society and the region.

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1. Review of JP Vision 2025+: Progress in Achieving Numerical Targets

- ▶ Thanks to the improvement in the investment environment for the financial businesses and other factors, we achieved the targets for ROE (based on shareholders' equity), consolidated net income, and consolidated net income attributable to Japan Post Holdings set out in JP Vision 2025+.

Group-wide key indicators

ROE (based on shareholders' equity)		Consolidated net income		Consolidated net income attributable to Japan Post Holdings	
Plan	FY2025 Results	Plan	FY2025 Results	Plan	FY2025 Results
4.0% or more	4.5%	¥570.0 billion	¥743.4 billion	¥360.0 billion	¥374.5 billion

Key indicators by segment

	Operating margin / Net operating income		ROE / Net income		Main factors behind the changes
	Plan	FY2025 Results	Plan	FY2025 Results	
Postal and domestic logistics	3.5% ¥90.0 billion	— -¥11.8 billion	—	—	In addition to decrease in the volume of mail, the change in the acceptance plan for Kuroneko Yu-Packet and the unperformed roll calls incident caused parcel volume to also fall below expectations, resulting in missing the target.
Post office	— -¥49.0 billion	0.7% ¥6.9 billion	—	—	Target was achieved by controlling non-personnel expenses such as those related to the introduction of tablet PCs.
International logistics	2.0% ¥12.0 billion	2.7% ¥13.8 billion	—	—	Through the growth of the logistics business, etc., centered on Asia, as set forth in JP Vision 2025+, progress was generally in line with the plan, and the target was achieved.
Real estate business	14.0% ¥11.0 billion	27.2% ¥23.9 billion	—	—	Large-scale development projects such as JP Tower Osaka were completed smoothly and tenant leasing of offices, etc., progressed favorably, resulting in achievement that significantly exceeded the target.
Banking business	—	—	4.0% or more ¥400.0 billion or more	5.3% ¥525.5 billion	The target was achieved as a result of factors such as higher interest income from increased revenue on foreign bond investment trusts and interest income on JGBs, etc.
Life insurance business	—	—	Approx. 6% ¥97.0 billion	10.1% ¥171.5 billion	The target was achieved due to, among other factors, an increase in interest margin gain resulting from a favorable investment environment, etc.

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

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

1. Review of JP Vision 2025+: Achievements and Challenges

Non-financial targets

Employee engagement score	Target	FY2025 Results	Ratio of women in management positions	Target	FY2025 Results
	At least the score in the previous fiscal year	3.39pts (FY2024: 3.39pts)		Ratio of women in management positions at Head Office: 30% (FY2030)	Ratio of women in management positions at Head Office 18.1%
Support childcare for a balance with work	Target	FY2025 Results	Greenhouse gas (GHG) emissions	Target	Results
	Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more	Men: 100% / Women: 100% Average days of childcare leave acquired by men: 53.5days		46% reduction by FY2030 (compared to FY2019)	24.2% reduction in FY2024 (compared to FY2019)




Progress and achievement status of key strategies

	Major achievements and progress of the previous Medium-term Management Plan		Major achievements and progress of the previous Medium-term Management Plan
Postal and domestic logistics	<ul style="list-style-type: none"> Tonami Holdings Co., Ltd. was made a wholly owned subsidiary through a tender offer, toward the realization of our co-creation platform Entered a capital and business alliance agreement with LOGISTEED Holdings, Ltd. and LOGISTEED, Ltd. Mainly due to the change in the acceptance plan for Kuroneko Yu-Packet and the unperformed roll calls incident, the expansion of parcel income to fall short of the target Started digital address service 	Real estate business	<ul style="list-style-type: none"> Accumulated revenue through the completion and operation of large-scale development properties such as JP Tower Osaka utilizing Group-owned real estate and the development promotion of rental and for-sale housing business on former company housing sites, etc. Expanded revenue sources through investment and business participation outside the Group, such as the Landmark Nagoya Sakae and Osaka Sakurajima Resort Project
Post office	<ul style="list-style-type: none"> Initiated suspension of counter services during daytime hours and flexibly reassigned employees according to regional conditions Established a training system for counter sales personnel Strengthened collaboration with municipalities by handling administrative work for local governments, such as the issuance of public certificates, at approximately 5,000 offices Introduced the Kampo Digital Procedure System, which enables paperless processing of maintenance, payments, etc. for Japan Post Insurance products 	Group governance	<ul style="list-style-type: none"> In 2024, an issue concerning the inappropriate use of private financial information was discovered, and in 2025 an unperformed roll calls incident was discovered The eradication of inappropriate incidents has been positioned as the most important issue for the Group, and recurrence prevention measures are being implemented
International logistics	<ul style="list-style-type: none"> Secured new large-scale contracts in the government and defense sectors 	Group DX	<ul style="list-style-type: none"> Initiatives such as Yu ID, Yu-Yu Point program, and the Group customer management platform were implemented as Group-wide DX measures Steady progress was made in preparing foundations, including the deployment of generative AI and training programs
Banking business	<ul style="list-style-type: none"> Simultaneously shifted to investment in Japanese government bonds and improved the quality of risk assets, etc. The number of users of the Yucho Bankbook App exceeded 16 million accounts, growing to the largest scale among Japanese banks 	Disposal of subsidiaries' shares	<ul style="list-style-type: none"> The disposal of shares in Japan Post Bank and Japan Post Insurance was executed in light of the purpose of the Postal Service Privatization Act Japan Post Bank shares Holding ratio: 89.0%→49.9% Japan Post Insurance shares Holding ratio: 64.5%→49.8%
Life insurance business	<ul style="list-style-type: none"> Made progress in preparing foundations for growth through means such as introducing new products and strengthening the recruitment of sales employees Sales performance, improvements in customer satisfaction and NPS® are still underway 		

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

1. Analysis of the External Environment

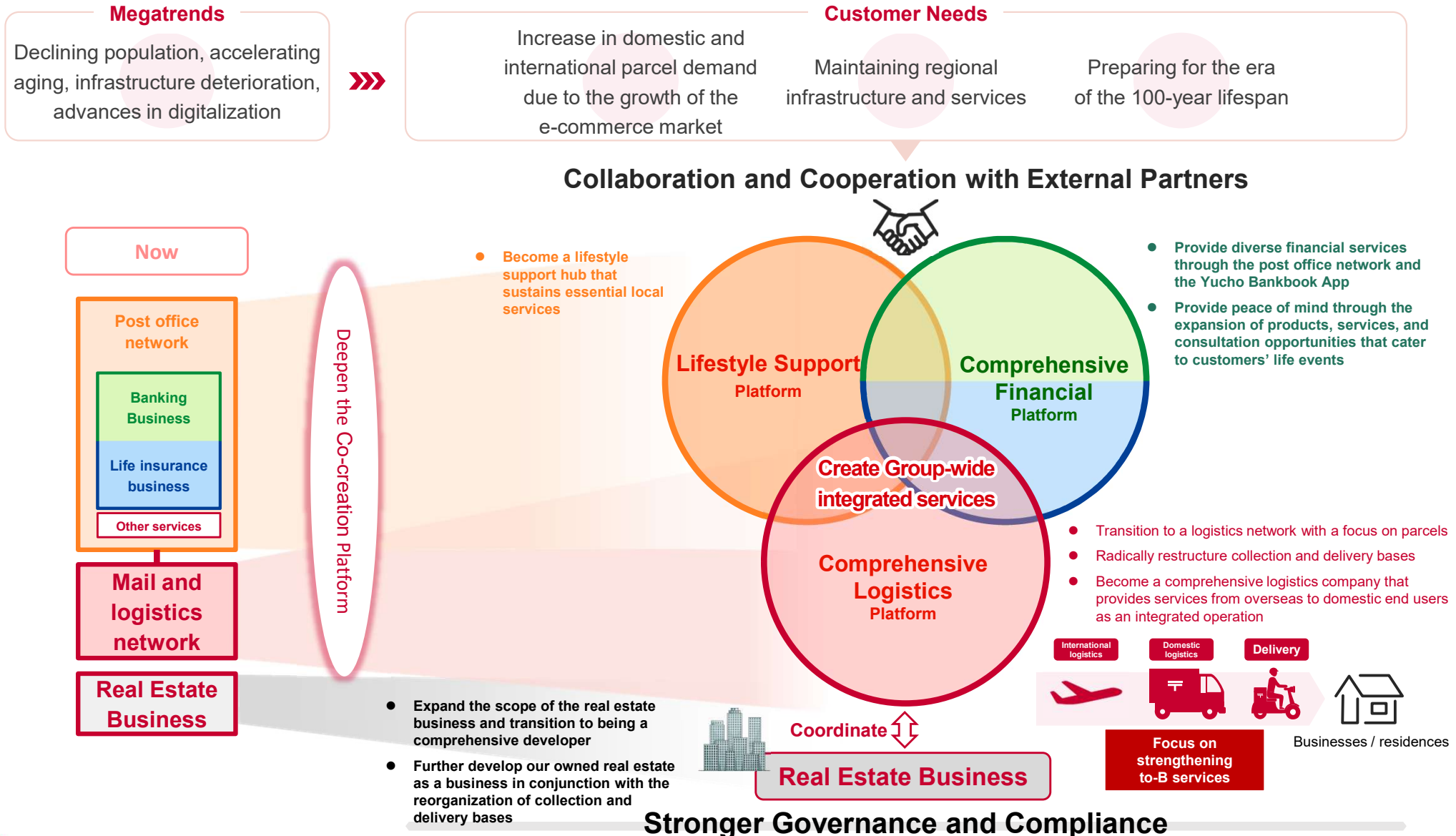
- ▶ Due to factors including the declining population in Japan and the rapid progress of digitalization, the Group's business environment is expected to undergo dramatic changes over the next 10 to 15 years.
- ▶ There are also issues unique to the Group, such as predicted decrease in the volume of mail.

Topics	Megatrends	Impact on the Group
Economic 	<ul style="list-style-type: none"> ■ Increase in geopolitical risks ■ Contraction of the domestic market due to population decline ■ Japan's lower growth rate than that of the world, persistent inflation and Japanese government's financial deterioration 	<ul style="list-style-type: none"> ■ <u>Accelerated decline in demand for postal services</u> ■ Shrinking financial products and insurance markets in Japan ■ Volatility increase in the financial markets
Social 	<ul style="list-style-type: none"> ■ The decline in the working-age population and aging population in Japan will accelerate ■ Further depopulation of rural areas ■ Diversification of values and lifestyles 	<ul style="list-style-type: none"> ■ <u>Increasing difficulty in maintaining regional infrastructure</u> ■ Necessity of <u>business development in anticipation of future workforce decline</u> due to difficulty in securing human resources ■ Diversification of products and services in line with the needs of the age of 100-year lifespans
Technological 	<ul style="list-style-type: none"> ■ Advancement of technologies, such as AI, robotics, fintech, etc. ■ Penetration of digital technology into society 	<ul style="list-style-type: none"> ■ Necessity of investment in and utilization of new technologies ■ Diversification of the ways we offer services required for a generation accustomed to digital operations

We consider future strategies based on the impact of environmental changes over the next 10 to 15 years on the Group.

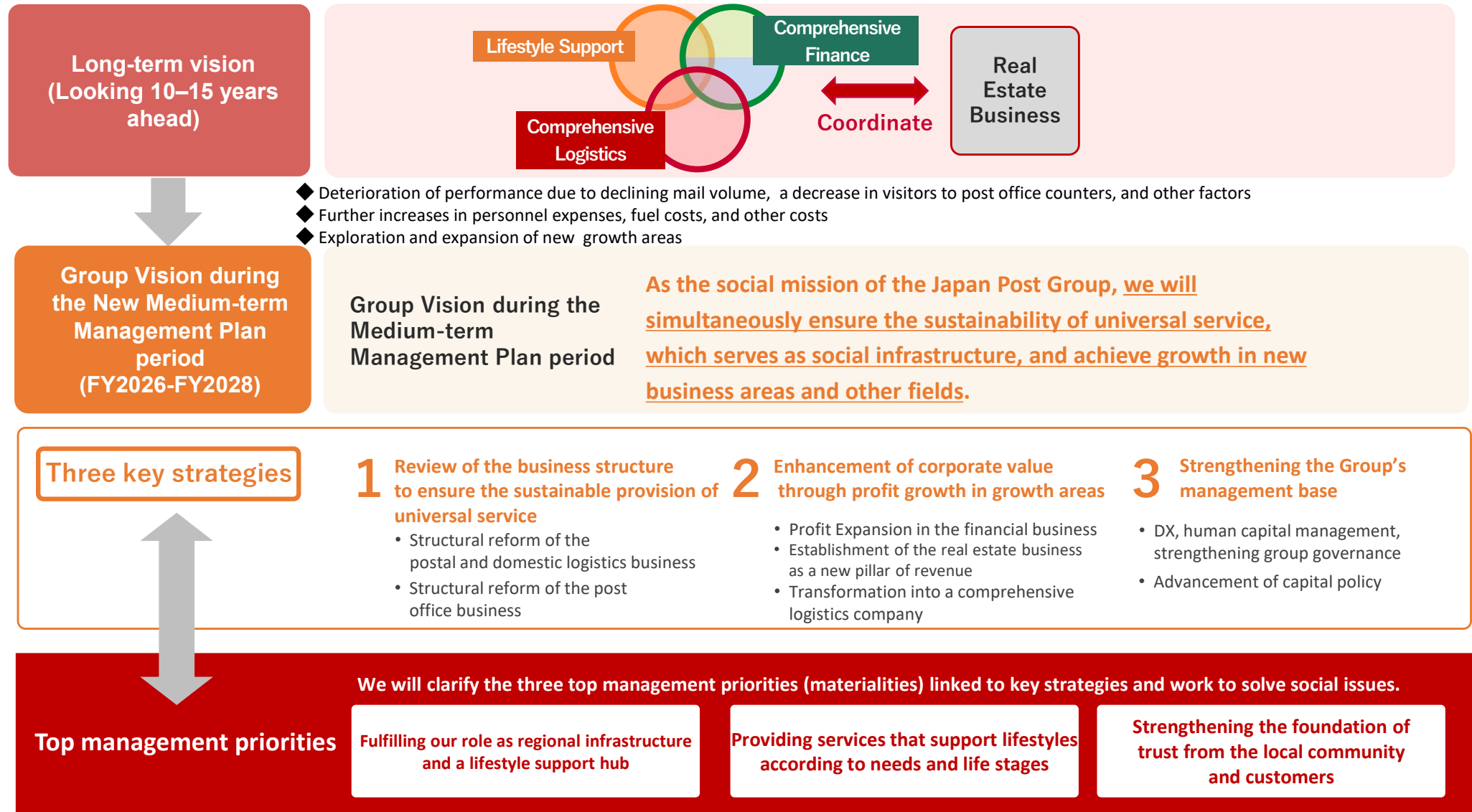
2. Long-term Vision

- ▶ Given long-term environmental changes (megatrends), in addition to dividing our co-creation platform into three functions and deepening them, we aim to create greater appeal and value as the Japan Post Group than ever before by providing Group-wide services combining the real estate business and these three platforms.



3. Positioning and Key Strategies of the New Medium-term Management Plan

- ▶ Given the current situation in which the postal service and post office network, which is the foundation supporting our three platforms, face challenges in providing sustainable universal service due to a significant decline in mail volume and fewer visitors to post office counters, the vision of this new Medium-term Management Plan as the first step toward our desired state is **to simultaneously ensure the sustainability of universal service, and aim to achieve growth in new business areas and other fields.**



4. Management Targets

- ▶ We aim for ROE (based on shareholders' equity) exceeding 7% if postal charge revisions are implemented.
- ▶ We aim for a cumulative total shareholder return ratio of 50% or more over the three years of the Medium-term Management Plan period, thereby strengthening shareholder returns.

Company-wide targets (FY2028)

Financial targets

ROE (based on shareholders' equity)	5% to more than 7% ^{*2,3}
Net income attributable to Japan Post Holdings	¥500.0 billion to more than ¥700.0 billion ^{*2}
Cumulative total shareholder return ratio	50% or more over the three years
Lower limit of dividend per share	¥60, Introduce a progressive dividend policy

Targets by segment (FY2028)

Postal and domestic logistics business	Net operating income: -¥173.0 billion to ¥23.0 billion ^{*2}
Post office business	Net operating income: ¥2.0 billion
International logistics business	Net operating income : ¥16.0 billion ROA : 3.5%
Real estate business ^{*5}	Business income : ¥28.0 billion ROA : 2.6%

Non-financial targets

Support childcare for a balance with work	Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more
Employee engagement score	Group overall B ^{*4}
Ratio of women in management positions (entire company, as of April 1, 2031)	Japan Post Holdings/Japan Post 14.0% Japan Post Bank 25.0% Japan Post Insurance 16.5%
Greenhouse gas (GHG) emissions	Reduce 46% by FY2030 (compared to FY2019) Become carbon neutral in 2050
Banking business (Japan Post Bank)	Net income: more than ¥1,000.0 billion ROE(based on shareholders' equity): Approx 10%
Life insurance business ^{*6} (Japan Post Insurance)	Adjusted profit: ¥190.0 billion Adjusted ROE : Approx 10%
Reference: Japan Post (consolidated)	Net income: -¥161.0 billion to ¥37.0 billion ^{*2}

*1 The interest rate, exchange rate, and stock price assumptions for the targets are based on the situation as of March 31, 2026 for the banking and insurance businesses and as of December 31, 2025 for the other businesses.

*2 Targets are set within a certain range that includes the case where a postal charge revision is not implemented in FY2027; even in that case, we will aim to improve our profit level through further cost reductions and other measures.

*3 The figure is represented by 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. Calculated on the assumption of a 49.9% stake in Japan Post Bank and a 49.8% stake in Japan Post Insurance. 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.

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

*5 The definition in the real estate business is as follows. Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets; ROA: Business income / (total assets averaged between the beginning and end of the fiscal year (excluding those equivalent to cash and deposits))

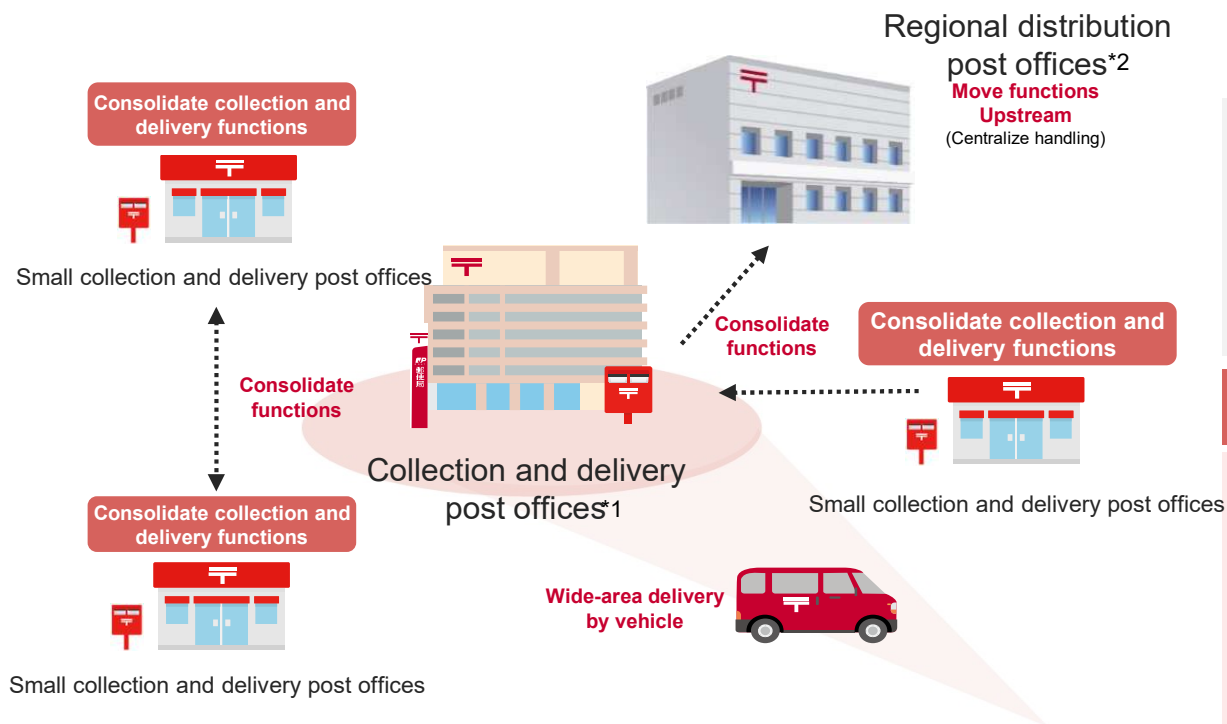
*6 In Life insurance business, considering characteristics of a life insurance company whose net income may be adversely affected in a short term by business recovery, an adjusted ROE and an adjusted profit are presented after partially adjusting such negative impacts.

1. Structural Reform of the Postal and Domestic Logistics Business ① Streamline Operations Through Consolidation of Collection and Delivery Bases

- ▶ Streamline operations by consolidating bases and other measures to establish a sustainable collection and delivery system in the face of declining mail volume
- ▶ Aim to expand revenues by converting some post offices in urban areas to real estate development and other uses (please see P. 72)

Consolidation of collection and delivery bases

Optimize the placement of bases by consolidating collection and delivery functions in regional areas with low population density



*1 Collection and delivery post offices: Large post offices with collection and delivery functions
*2 Regional distribution post offices: Extremely large post offices that serve as regional hubs in each prefecture or region

Scale of consolidation of collection and delivery bases

Approx. 3,200 bases



Approx. 2,700 bases

We will aim to consolidate approx. 500 bases

Expected effects




- Efficiency gains from consolidating 500 bases: Approx. ¥ 5.0 billion
- The reduction in the number of bases will also contribute to strengthening governance

Operations at bases after consolidation

- Implement measures to build an efficient collection and delivery system that covers a wide area
- Centralize the handling of mail and parcels at regional distribution post offices
- Implement flexible operations to deliver mail and parcels together using four-wheeled vehicles and other means
- Implement collection and delivery operations and other tasks performed by post office counter employees by utilizing the flexible adjustment of counter operating hours
- Increase earning power through measures such as contracted delivery of parcels from other companies

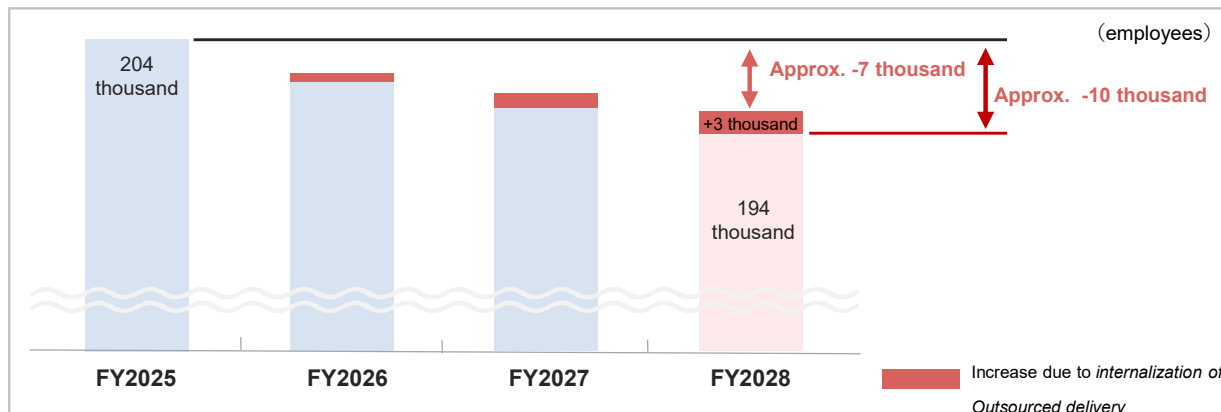
1. Structural Reform of the Postal and Domestic Logistics Business ② Optimize Deployment of Personnel by Improving Productivity

- ▶ Strategically optimize the deployment of personnel by improving productivity and upgrading personnel management, while assuming a reduction in personnel in line with declining mail volume

Transport 	Base placement / in-house work 	Collection and delivery 
<ul style="list-style-type: none"> ■ Set efficient transportation services through the use of AI technology and other means ✓ AI scheduling ✓ Joint operations with other companies ✓ Improvement of loading rate 	<ul style="list-style-type: none"> ■ Adjust base placement in accordance with the declining mail volume <ul style="list-style-type: none"> ✓ Consolidate collection and delivery bases from approx. 3,200 bases to approx. 2,700 bases ■ Aggressively implement labor-saving investments <ul style="list-style-type: none"> ✓ Streamline and standardize operations utilizing AI technology and other means ✓ Space-saving packet sorting machines ✓ Utilize advanced technologies such as robotic arms ■ Streamlining of corporate functions (Head Office, etc.) <ul style="list-style-type: none"> ✓ Reduction of fixed costs 	<ul style="list-style-type: none"> ■ Flexible personnel deployment <ul style="list-style-type: none"> ✓ Flexible delivery area setting and personnel deployment according to workload and regional characteristics ✓ Expansion of in-house parcel delivery (reduction of outsourcing costs) ■ Streamline collection and delivery operations through the use of AI technology and other means <ul style="list-style-type: none"> ✓ Utilize telematics routing systems ✓ Use AI for more precise forecasting of delivery volume

Improve productivity in each work process and optimize personnel deployment

Number of employees in the postal and domestic logistics business segment(target)



• In addition to **reviewing the collection and delivery system** in line with the declining mail volume, implementing **labor-saving investments**, and **simplifying operations**, optimize personnel deployment through measures such as the utilization of spot workers

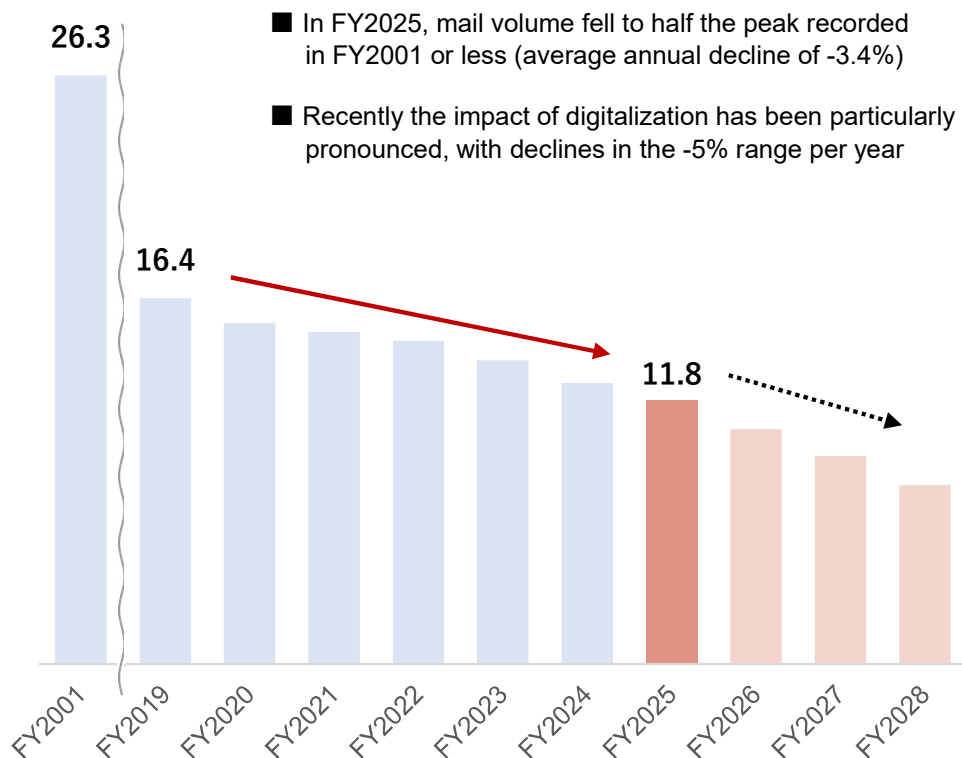
These initiatives are expected to result in a reduction of approx. 10 thousand employees [204 thousand employees in FY2025 ⇒ 194 thousand employees in FY2028]

*However, the internalization of outsourced delivery will add approx. 3 thousand employees, resulting in a net reduction of **approx. 7 thousand employees overall**

1. Structural Reform of the Postal and Domestic Logistics Business ③ Review of Postal Services to Ensure Their Sustainable Provision in the Future






- ▶ The mail volume is declining at an accelerated pace due to advances in digitalization and other factors, which realizes challenges in providing sustainable universal service in postal business. To ensure the sustainable provision of postal services, which is the Group’s mission, we will improve profitability through improvements in productivity, thorough cost reduction, and initiatives to increase revenues.
- ▶ Postal services are an essential foundation for the socio-economy, and the sustainable provision of these services is the mission of the Group. As such, we aim to improve profit and loss through initiatives such as productivity improvements that leverage digital technologies, etc., thorough cost reductions through personnel management, etc., and expansion of revenues.
- ▶ On this basis, we will consider reviewing various postal service fees mainly in light of user needs and costs, and request a review of service levels currently required by law, with the aim of achieving a stable balance between revenues and expenditures.
- ▶ In addition, we will implement a review of business segments to enhance management in accordance with the business characteristics of the postal and parcel businesses.

(Billion items)



- **Curb the decline in mail volume through service improvements and enhancing the appeal of postal products**
 - Service improvement through expansion of delivery notifications to tracked mail
 - Enhancement of the appeal of postal products (promotion of New Year’s postcard usage among young people, promotion of advertising mail usage)
- **Productivity enhancement in line with the declining mail volume, etc.**
 - Collection, delivery, and transport operations utilizing AI technology, etc.
 - Flexible personnel deployment according to workload
 - Streamlining and review of products and services

Current service level, etc.

 <p>Delivery frequency: 5 days a week</p>  <p>Delivery time: within 4 days</p>	 <p>Number of post boxes: 180,000</p>
 <p>Standard size mail 50g or less 110 yen</p>	 <p>Standard postcard 2g or more and less than 6g 85 yen</p>

To ensure the sustainable provision of postal services, we will promote initiatives of thorough cost reductions and expansion of revenues. We will then consider reviewing various postal service fees mainly in light of needs and costs and request a review of service levels.

2. Structural Reform of Post Office Business ① Establishment of a Flexible Operation System Through Flexible Counter Operating Hours

- ▶ Even as local circumstances are becoming more diverse due to population decline and depopulation, and the number of post office counter staff is expected to decrease due to the decline in the working-age population, we will improve productivity by establishing flexible operations adapted to local circumstances through measures such as flexible adjustment of counter operating hours.
- ▶ We will also implement the optimization of personnel deployment, as well as optimal placement of post offices and other measures to solve issues such as declining demand and aging post office buildings.

■ Establishment of flexible operations adapted to local circumstances (Flexible counter operating hours, etc.)

- Regarding post office counter operating hours, we will utilize measures such as suspending counter operations during midday hours and the adoption of half-day operations and designated-day operations.
- Using the resources generated, we will implement postal and domestic logistics services such as delivery, weekend operations, support for counters at other post offices, and the provision of lifestyle support services.
- We will optimize personnel deployment along with more flexible counter business hours and effective utilization of resources at post office counters with relatively low work loads.
- We will utilize the time generated through flexible counter operating hours, etc. to carry out various administrative tasks that are outside of regular duties.

- We will streamline post offices' operations
- We will enhance initiatives that contribute to improving the value and appeal of post offices
- Under flexible operations, we will improve productivity by providing products and services that meet customer needs and local circumstances to an even greater extent than before.

■ Number of offices implemented flexible counter operating hours

Expand gradually according to local circumstances

Noon service suspension: We aim to implement these measures at approx. 10,000 post offices.

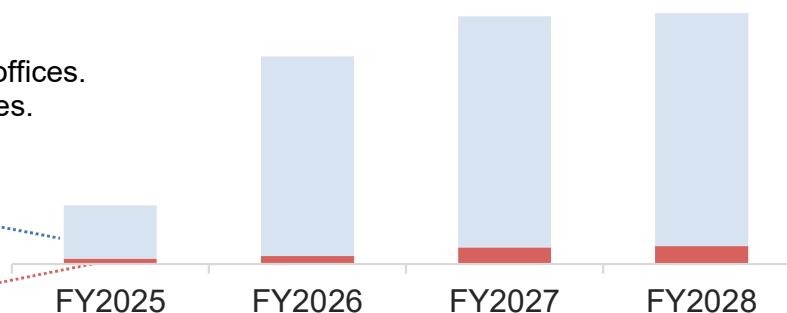
Half-day operations, etc.: We aim to implement these measures at approx. 150 post offices.

Noon service suspension

Implemented at approx. 2,400 post offices, including trials

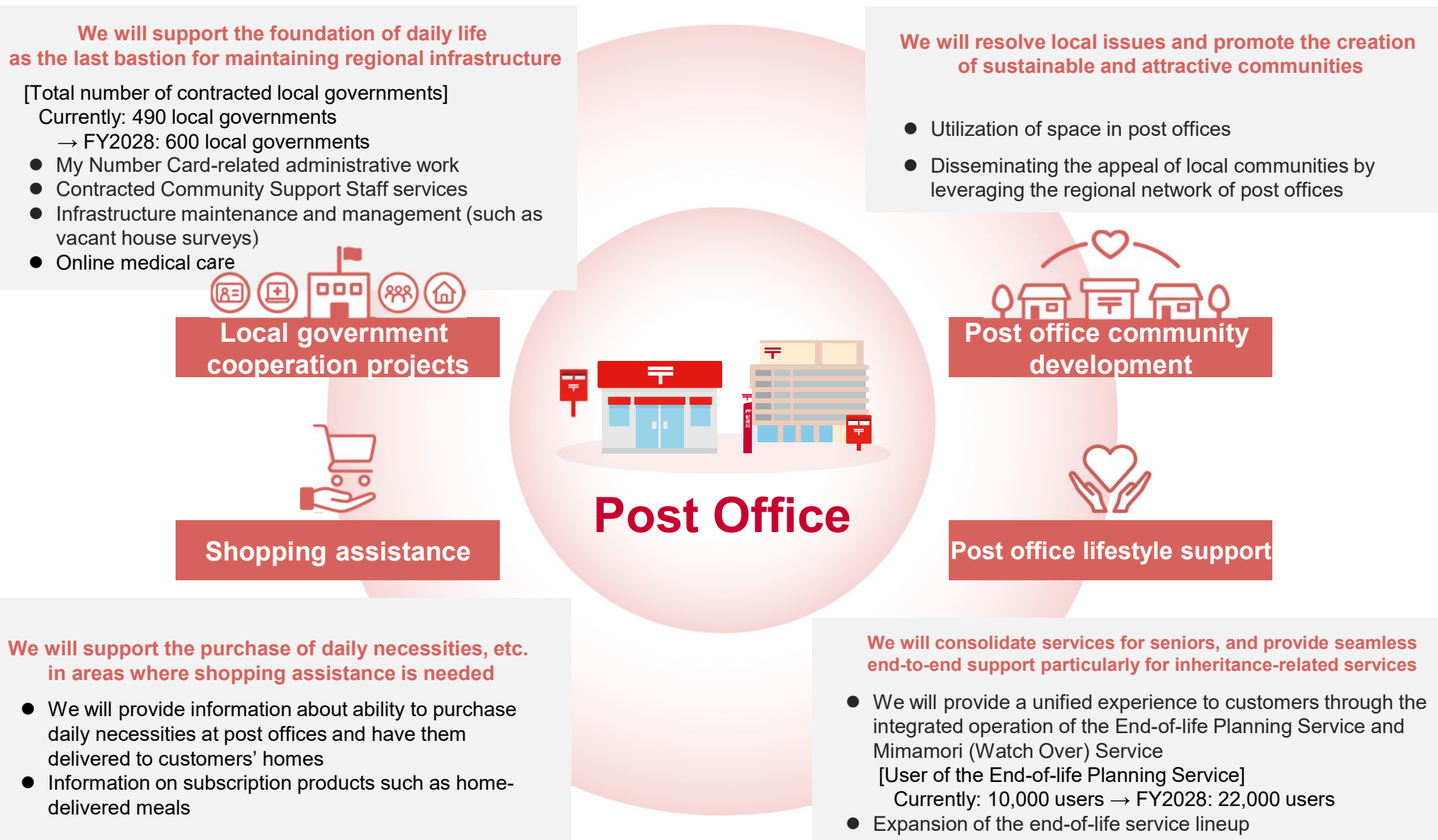
Half-day operations, etc.

Trial implementation at 2 locations (total of 4 post offices)



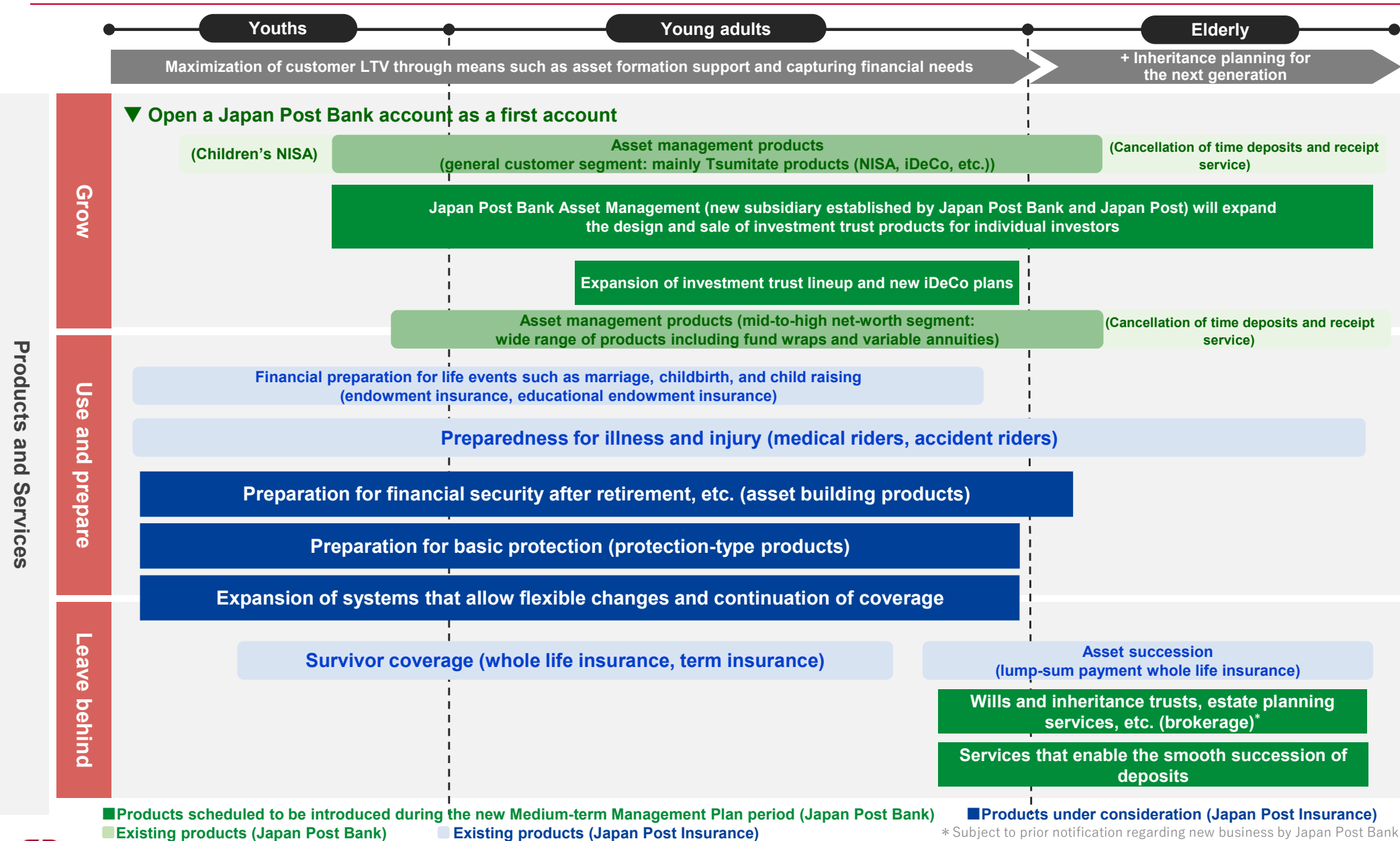
2. Structural Reform of Post Office Business ② Development of Lifestyle Support Services

- ▶ We will fulfill our role as a lifestyle support hub for local communities by providing local infrastructure maintenance functions that meet local needs and services that support customers' lifestyles according to their needs and life stages.



3. Profit Expansion in the Financial Business ① Enhancement of Products and Services to Address Needs

- ▶ By expanding the product lineup for young to middle-aged and elderly customers, we will support the needs of customers across a wide range of generations.



Products and Services

Grow

Use and prepare

Leave behind

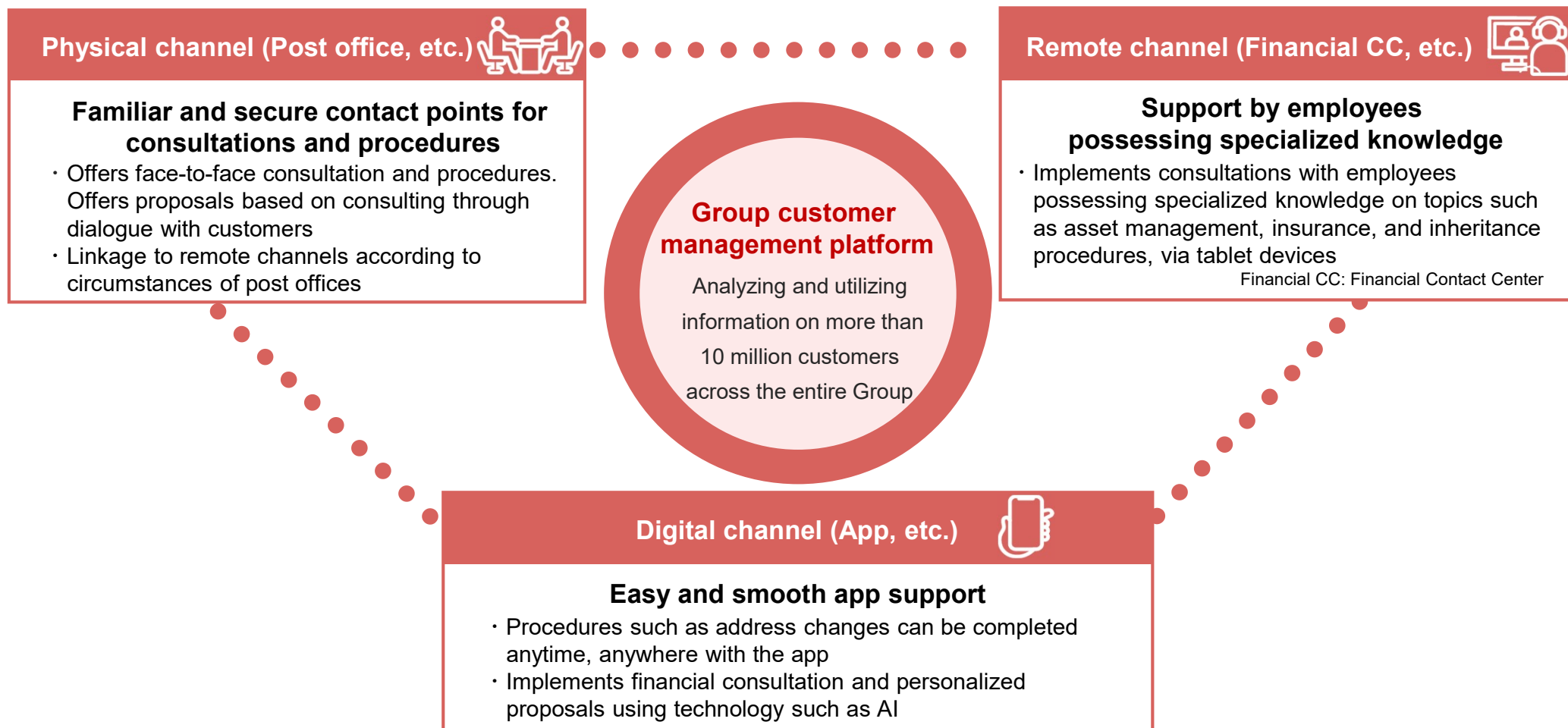
■ Products scheduled to be introduced during the new Medium-term Management Plan period (Japan Post Bank)
 ■ Existing products (Japan Post Bank)
 ■ Existing products (Japan Post Insurance)
 ■ Products under consideration (Japan Post Insurance)

* Subject to prior notification regarding new business by Japan Post Bank

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3. Profit Expansion in the Financial Business ② Enhancement of Points of Contact for Customers

- ▶ We will enhance points of contact for customers through the synergies from physical, digital, remote approaches, by utilizing digital channels such as apps and remote channels that enable consultations with employees who possess specialized knowledge, in addition to the physical channels that are a strength of the Group.
- ▶ From 15 May, 2026*, we will resume inviting customers to visit post offices to provide information on financial products and handle related procedures, and thoroughly ensure customer-oriented business operations. *Due to an incident of inappropriate use of private financial information, we have suspended inviting customers to visit the post office since October 2024.



While expanding diverse points of contact with customers and service opportunities through the collaboration of each channel, we will realize more finely-tuned service provision by utilizing customer information through inter-channel collaboration.

4. Establishment of the Real Estate Business as a New Pillar of Revenue ① Future Vision and Business Strategies in the Medium-term Management Plan

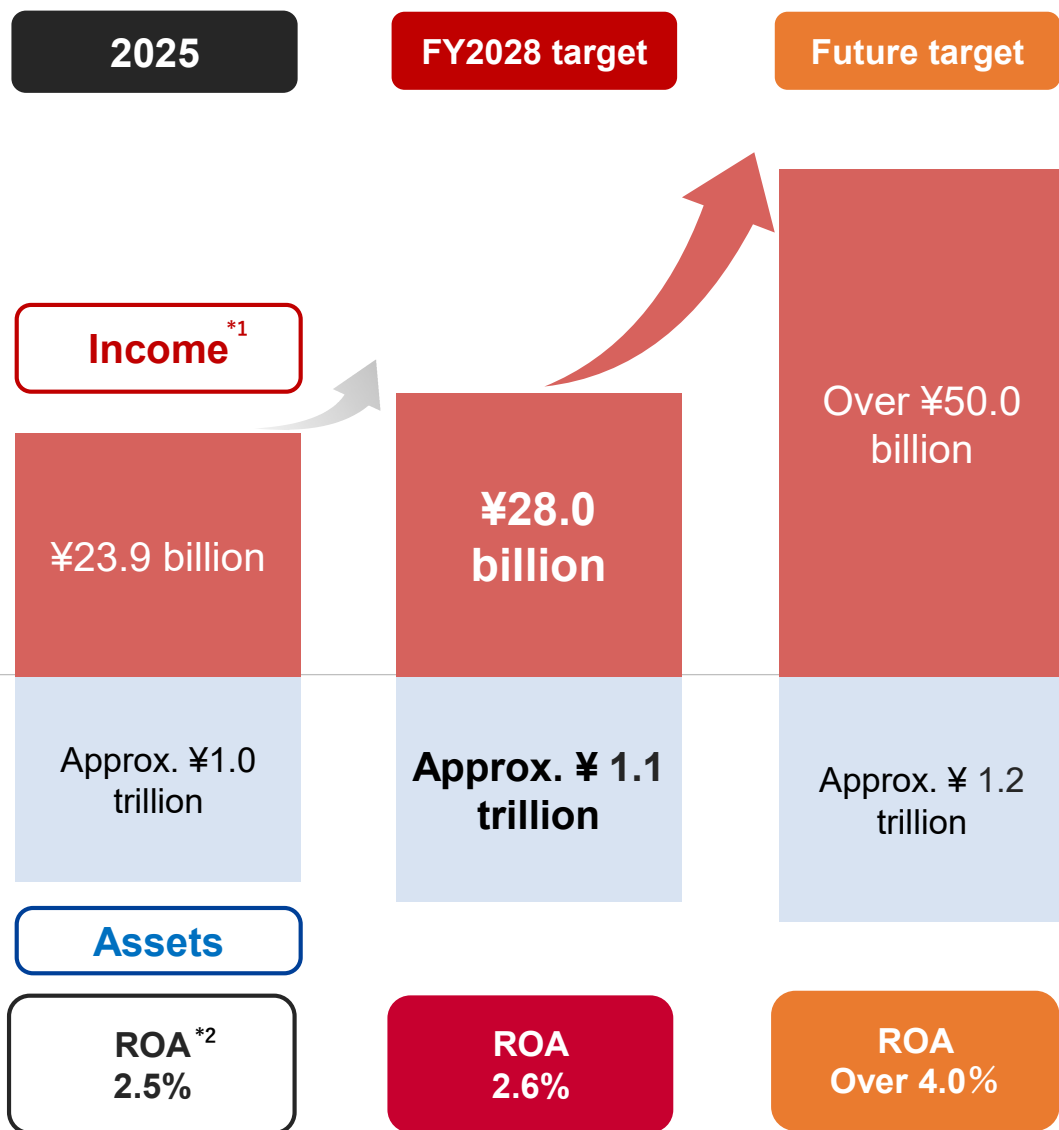
- ▶ Based on the leasing business, we will expand our business scope to include built-for-sale and rotational-type businesses. In the future, we will aim to enter the industry's top ten as a comprehensive developer.
- ▶ We will lay the foundations to expand the business scope, work to further commercially develop Group-owned real estate, and strengthen the value chain of the real estate business.

Business strategy Initiatives under the new Medium-term Management Plan	1 Lay the foundations to expand the business scope <ul style="list-style-type: none"> Based on the leasing business (recurring-revenue), <u>we will strengthen built-for-sale and rotational-type businesses (flow) as well as management business (fee).</u> In addition to generating stable income gains, we will work to expand profits and improve profitability through the acquisition of capital gains 			
	<table border="1"> <tr> <td> Expansion of the leasing business <ul style="list-style-type: none"> Develop new businesses <u>through innovations for commercialization</u> and expand a stable revenue base even under rising construction costs <u>Accelerate internal growth</u> of properties in operation </td> <td> Strengthening of the condominium business <ul style="list-style-type: none"> <u>Strengthen the condominium business</u> by developing Group-owned real estate (including for-sale condominiums developed on fixed-term leasehold land) and acquiring new sites </td> <td> Development of rotational-type businesses <ul style="list-style-type: none"> <u>Establish a real estate investment advisory company</u> <u>Establish a capital recycling model</u> by incorporating owned real estate into private funds, etc. </td> </tr> </table>	Expansion of the leasing business <ul style="list-style-type: none"> Develop new businesses <u>through innovations for commercialization</u> and expand a stable revenue base even under rising construction costs <u>Accelerate internal growth</u> of properties in operation 	Strengthening of the condominium business <ul style="list-style-type: none"> <u>Strengthen the condominium business</u> by developing Group-owned real estate (including for-sale condominiums developed on fixed-term leasehold land) and acquiring new sites 	Development of rotational-type businesses <ul style="list-style-type: none"> <u>Establish a real estate investment advisory company</u> <u>Establish a capital recycling model</u> by incorporating owned real estate into private funds, etc.
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2 Further commercial development of Group-owned real estate <ul style="list-style-type: none"> <u>Further commercial development</u> of Group-owned real estate <u>in tandem with the reorganization of collection and delivery bases, etc.,</u> of Japan Post. By promoting the strategic utilization of Group-owned real estate (CRE strategy), we will contribute to the management reform of Japan Post. 				
3 Strengthening the value chain of the real estate business <ul style="list-style-type: none"> We will strengthen functions such as land acquisition, development, and management/operations to <u>establish a system capable of implementing all business processes in a unified manner.</u> By advancing the internalization of operations related to each function, we will work to improve profitability. 				

Future vision	1 <u>Improve the efficiency of the postal and logistics network and contribute to the community and society</u> through the development of real estate	2 <u>Transform into a business portfolio</u> that can respond to future changes in market conditions	3 <u>Build an investor symbiosis business</u> that grows by also utilizing external funds
	Aim to enter the industry's top ten as a comprehensive developer		

4. Establishment of the Real Estate Business as a New Pillar of Revenue ② Numerical Targets for FY2028 and Beyond

- ▶ While carefully assessing the management environment such as rising construction costs, we will gradually expand our business scope in an aim to increase profits and improve profitability.
- ▶ While expanding the scale of business, we will also aim for further improvement in asset efficiency through means such as controlling the balance sheet through strategic liquidation of group-owned real estate.



Profit growth and profitability improvement by expansion of business scope

- (1) Leasing business (recurring-revenue business)**
 - Complete construction of properties under development and commercially develop those earmarked for potential development
 - Further improve profit and loss of properties in operation (increase in rental revenue, cost reductions, etc.)
 - Conduct appropriate maintenance of properties in operation (reduction in depreciation expense for equipment)
- (2) Built-for-sale and rotational-type businesses (one-time-fee businesses)**
 - Strengthen the built-for-sale condominium business
 - Develop the rotational-type business
- (3) Management business (fee businesses)**
 - Establish an investment advisory company and manage private funds and REITs
 - Internalize outsourced operations, etc.

* In addition to the above, we will strive to realize unrealized gains through the strategic liquidation of our owned real estate (incorporation into funds, etc.) and also develop an independent operation system and maximize the value of our real estate business by further enhancing the functions of Japan Post Real Estate, which is positioned as the core of the real estate business and a key player in these efforts.

Expansion of business scale while being conscious of asset efficiency

- (1) Development of Group-owned real estate and growth through investments according to the business environment
- (2) Appropriate asset growth through strategic balance sheet control

*1 Adopted net operating income until FY2025 and business interests on and after FY2026
 Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets
 *2 ROA: Business income / Average between the beginning and the end of the fiscal year of total assets (excluding those equivalent to cash and deposits)

$$\text{Further improvement of ROA} \times \text{Group-wide leverage strategy} = \text{Contribution to Group ROE target}$$

4. Establishment of the Real Estate Business as a New Pillar of Revenue ③ Major Properties Under Development or Those for Potential Development

- ▶ While steadily promoting real estate under development, we will accelerate the commercialization of properties for potential development (real estate with high probability of implementation, including functional relocation, under development verification).

Item	Number of properties	Land area	Expected business costs	Notes
Properties under development	16	Approx. 110,000 m ²	Approx. ¥110.0 billion	Non-Group-owned real estate are included
Properties for potential development	42	Approx. 190,000 m ²	Approx. ¥500.0 billion	Only business costs that can be estimated at present are recorded

Reference: The total book value of land and buildings of properties in operation is approx. ¥900.0 billion, and the fair value is approx. ¥1.6 trillion (as of the end of March 2026).

- : Group-owned real estate
- : Non-Group-owned real estate
- + ■ : Properties possessing both of the above characteristics
- : Containing information about the entire project. These figures include other companies' shares.

Kyoto Central Post Office	
Property for potential development	
Location	Kyoto-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

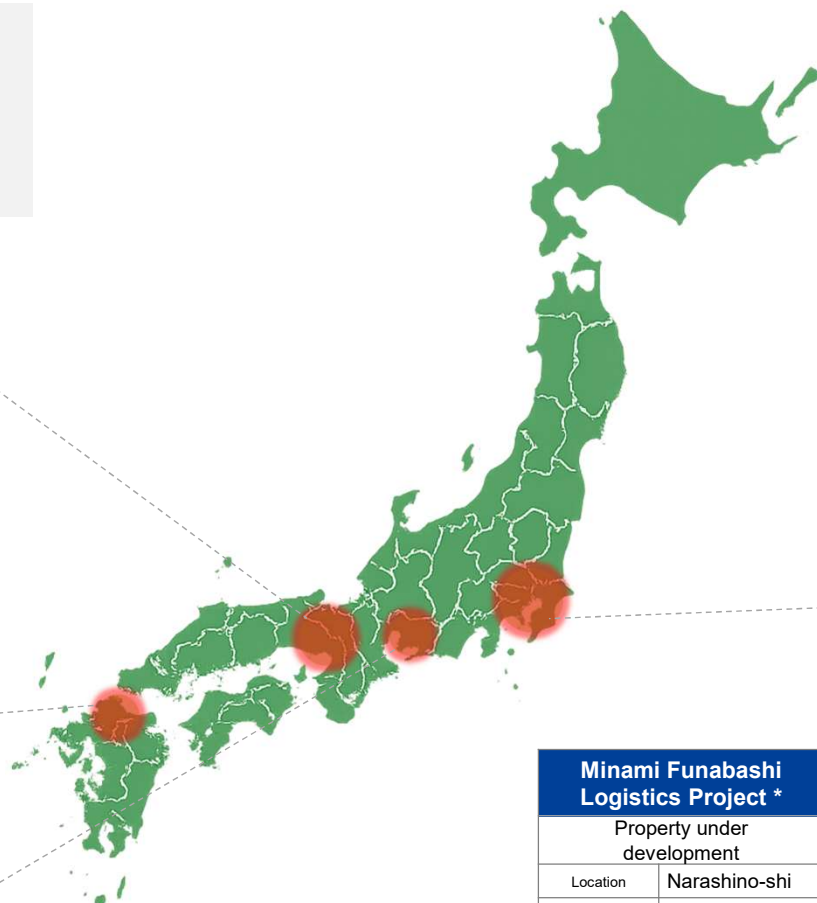
Former MIELPARQUE KYOTO	
Property under development	
Location	Kyoto-shi
Principal use	Offices
Total floor area	14,000 m ²
Completion	FY2027

Amagasaki Logistics Project	
Property under development	
Location	Amagasaki-shi
Principal use	Logistics facility
Total floor area	35,800 m ²
Acquisition	FY2026

Osaka Sakurajima Resort Project *	
Property under development	
Location	Osaka-shi
Principal use	Hotel
Total floor area	100,400 m ²
Construction completion	FY2028

Fukuoka Central Post Office	
Property for potential development	
Location	Fukuoka-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

The Landmark Nagoya Sakae *	
Property under Development(before opening)	
Location	Nagoya-shi
Principal use	Offices
Total floor area	109,700 m ²
Full-scale opening	FY2026



Site of company housing, etc. (built-for-sale condominiums)
Former Takami Dormitory (Nagoya-shi)
Former Okurayama Company Housing (Yokohama-shi)
Former Kagoshima Office, Kyushu Regional Office (Kagoshima-shi)
Former Nakagyo Oike Company Housing (Kyoto-shi)
Former Tennoji Rokumantai / Ueshio Company Housing, Former Tennoji Esashi Company Housing (Osaka-shi)

Ginza Post Office	
Property for potential development	
Location	Chuo-ku, Tokyo
Principal use	Under consideration
Total floor area	
Construction completion	

Shiodome Lot *	
Property for potential development	
Location	Minato-ku, Tokyo
Principal use	Hotel
Total floor area	10,000 m ²
Construction completion	FY2029

Shirokane 1-chome West Central Area Urban Redevelopment Project * (former Shirokane Company Housing)	
Property under development	
Location	Minato-ku, Tokyo
Principal use	Housing
Total floor area	99,000 m ²
Construction completion	FY2029

Nihonbashi 1-Chome East Area Urban Redevelopment Project * (Nihonbashi Post Office)	
Property for potential development	
Location	Chuo-ku, Tokyo
Principal use	Offices
Total floor area	274,000 m ²
Construction completion	FY2034

Minami Funabashi Logistics Project *	
Property under development	
Location	Narashino-shi
Principal use	Logistics facility
Total floor area	102,700 m ²
Construction completion	FY2026

(Tentative) Yokohama Station Minami-Higashiguchi Area Urban Redevelopment Project * (Yokohama Central Post Office)	
Property for potential development	
Location	Yokohama-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

Kudanminami 1-Chome Area Urban Redevelopment Project * (Kudan Post Office)	
Property for potential development	
Location	Chiyoda-ku, Tokyo
Principal use	Offices
Total floor area	81,000 m ²
Construction completion	FY2032

4. Establishment of the Real Estate Business as a New Pillar of Revenue ④ Development in Conjunction with Post Office Reorganization (Specific Case Studies)

①: Nihonbashi Post Office (development in conjunction with post office reorganization)

Real estate development as a relocation site for the transfer of collection and delivery functions (Kuramae JP Terrace)



Development of Kuramae JP Terrace (logistics building approx. 29,000 m²) by Japan Post Real Estate as a relocation site for the transfer of collection and delivery functions, etc. from post offices in the Tokyo metropolitan area

Location	Taito-ku, Tokyo
Land area	14,400 m ²
Total floor area	99,700 m ²
Construction completion	2023

Urban redevelopment project area (office to be relocated: Nihonbashi Post Office)



The collection and delivery functions of Nihonbashi Post Office were transferred to Kuramae JP Terrace (logistics building) in order to participate in an urban redevelopment project

Location	Chuo-ku, Tokyo
Land area	2,900 m ²
Total floor area	24,800 m ²
Construction completion	1958

Participation in an urban redevelopment project (Nihonbashi 1-Chome East Area)

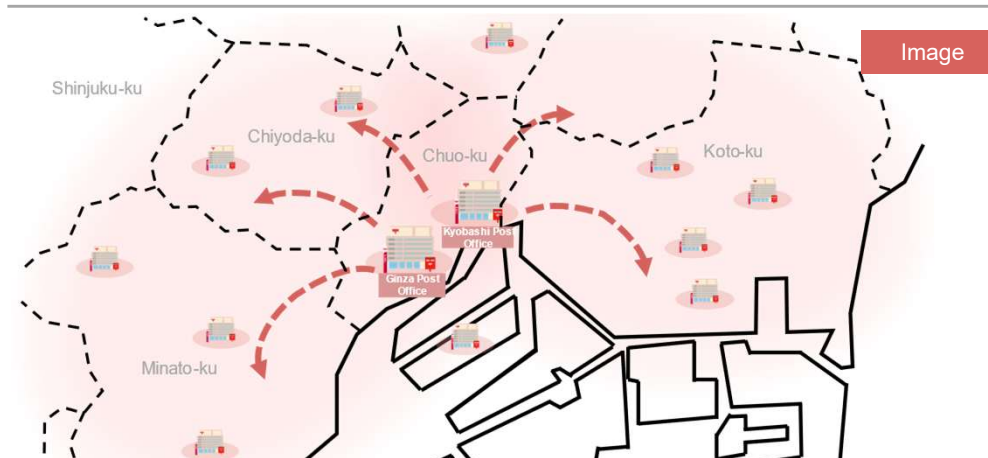


Participation in an urban redevelopment project including the Nihonbashi Post Office, and will acquire and lease office floor

[Block A]

Principal use	Offices, commercial facilities, etc.
Scale	40 floors above ground level
Land area	10,000 m ² (building area)
Total floor area	274,000 m ² (including areas held by other companies)
Construction completion	FY2034

②: Reorganization of collection and delivery bases in urban areas going forward (example: southern Tokyo area)



- We will transfer collection and delivery functions (such as those of Ginza Post Office and Kyobashi Post Office) mainly to properties secured in nearby areas, thereby reorganizing collection and delivery bases in urban areas as well. We will promote real estate development on the sites of former collection and delivery bases.
- The collection and delivery functions of Ginza Post Office will be transferred by FY2028, during the period of the new Medium-term Management Plan.

Candidates for reorganization

Ginza Post Office



Location	Chuo-ku, Tokyo
Land area	12,700 m ²
Total floor area	60,800 m ²
Construction completion	1967

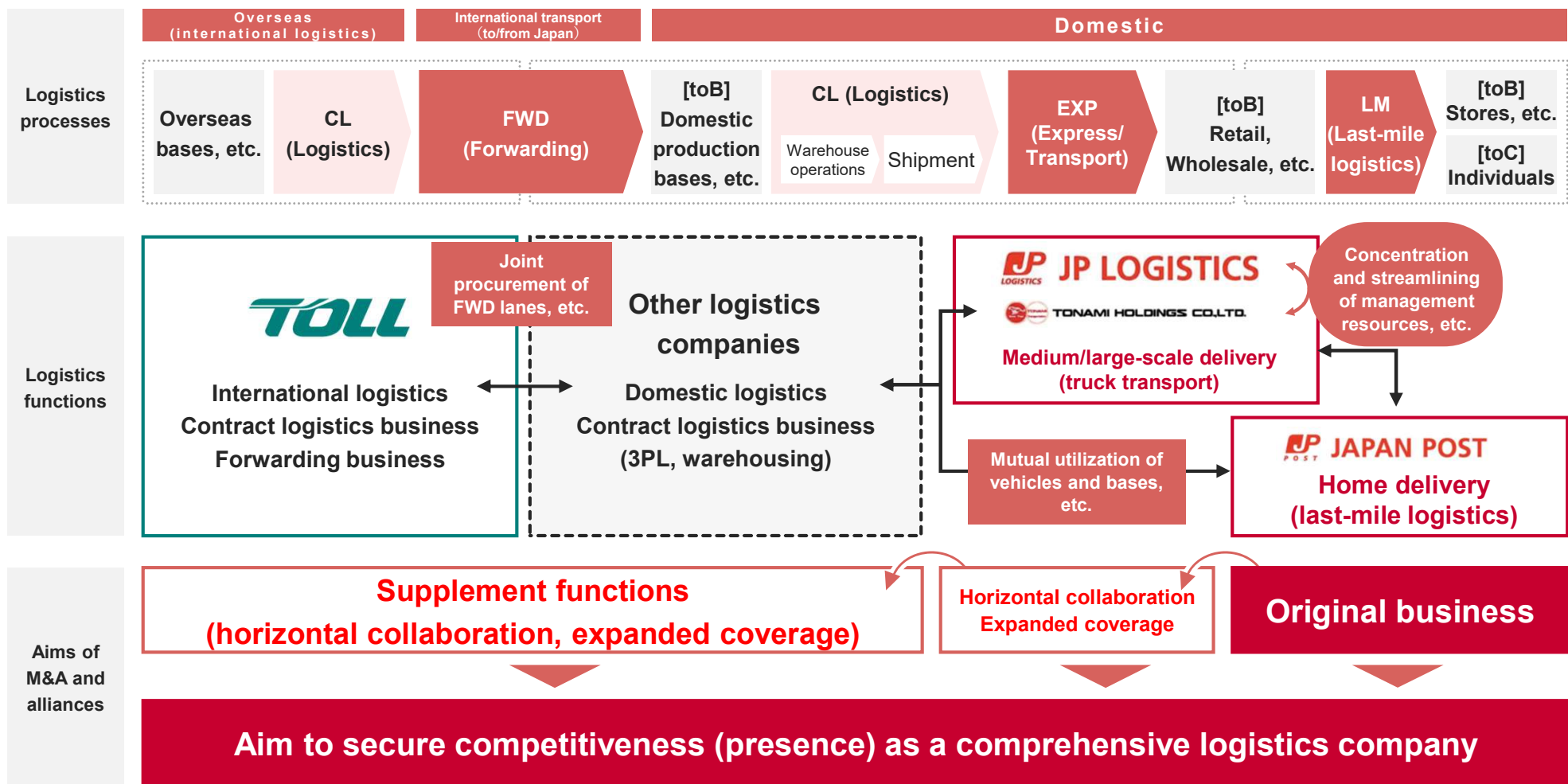
Kyobashi Post Office



Location	Chuo-ku, Tokyo
Land area	2,500 m ²
Total floor area	15,300 m ²
Construction completion	1971

5. Transformation into a Comprehensive Logistics Company ① Strengthening B-to-B Logistics in Japan and Overseas

- ▶ In addition to last-mile delivery, we are strengthening B-to-B logistics in Japan and overseas. We aim to become a comprehensive logistics company capable of operating all aspects of international and domestic logistics (contract logistics business, truck delivery, and home delivery) as an integrated operation, and we provide highly convenient logistics services that respond to every customer's needs by adding B-to-B logistics in Japan and overseas to last-mile delivery.
- ▶ We will utilize M&A (e.g., Tonami Holdings Co., Ltd.) and capital and business alliances (e.g., LOGISTEED Holdings, Ltd.) as ways to accomplish this. We will promote the mutual utilization of vehicles and bases, as well as the concentration and streamlining of management resources.

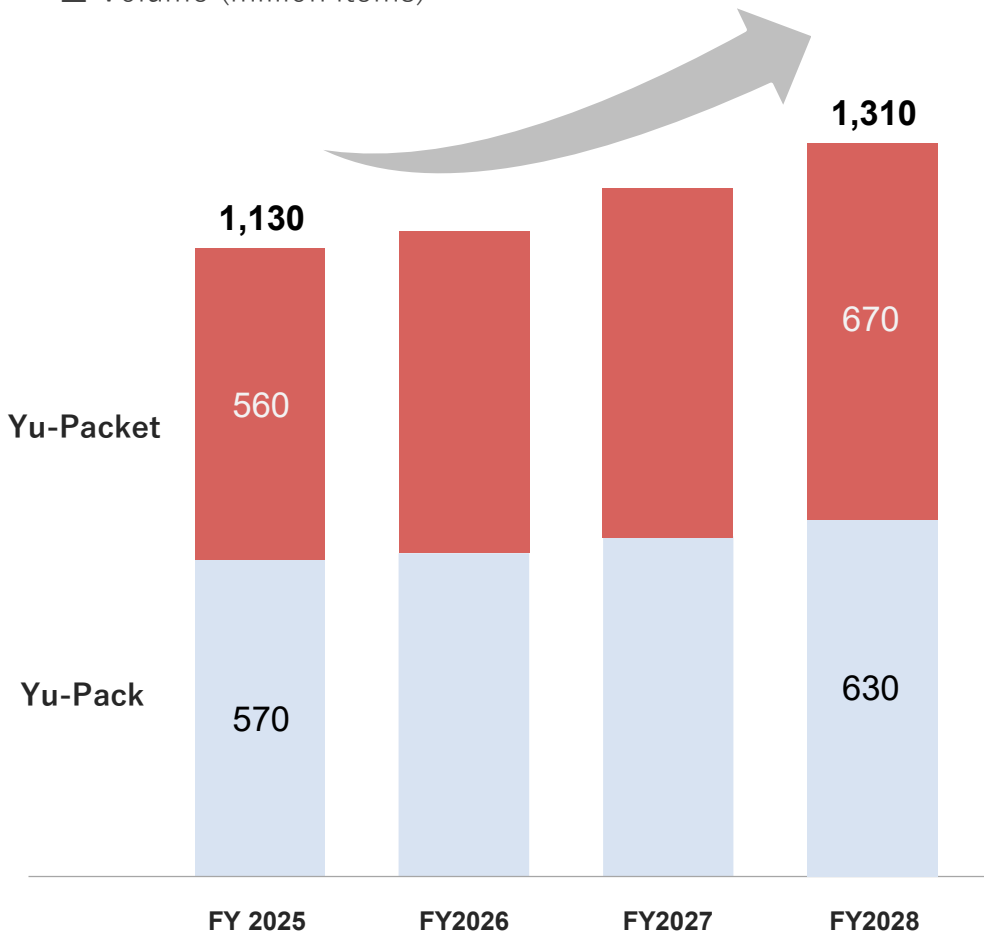


5. Transformation into a Comprehensive Logistics Company ② Expansion of Revenues from Yu-Pack, Yu-Packet

- ▶ Although overall growth in Japan's parcel delivery market is expected to remain limited, we will expand parcel income by establishing a flexible pricing system aimed at increasing convenience in sending/receiving of parcels and enhancing customer value while simultaneously pursuing a volume strategy centered on customer needs.
- ▶ We will continuously strengthen collaboration with other companies.

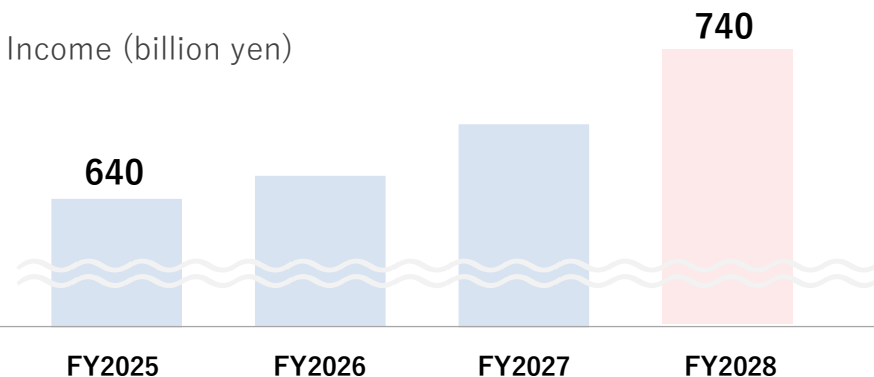
Yu-Pack and Yu-Packet outlook

■ Volume (million items)



Expansion of parcel income

■ Income (billion yen)



* Overall parcel income including Yu-Mail

Initiatives aimed at expanding volume

- Improvement of service level such as delivery time
- Relaxation of sending conditions at post offices (time, location, etc.)
- Development of products adapted to cross-border e-commerce destined for Japan
- Enhancement of recipient convenience by improving notification delivery rates and other measures
- Strengthen collaboration with other companies
- Improvement of the Post Office App and expansion of digital address usage



6. Strengthening the Management Base ① Promoting Initiatives for Group DX Measures

- ▶ We will promote DX initiatives in all situations to enhance the customer experience value of Japan Post Group services and the value of employees' work experience.
- ▶ We will promote the use of AI and digital technologies, and strive to create work experiences and services that are not bound by conventional assumptions or constraints.

	Enhancement of CX through utilization of digital technologies	Enhancement of EX through utilization of AI
Business	<p>Expansion of remote customer service by specialized consultants</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expansion of remote customer service at face-to-face counters where specialist employees handle financial consultations <input type="checkbox"/> There are also plans to support fully remote consultations 	<p>AI functions to support sales activities</p> <ul style="list-style-type: none"> <input type="checkbox"/> AI will support preparations before meetings, responses during meetings, and recording after meetings based on customer contract information and information accumulated through daily interactions
	<p>Expansion of easy and smooth procedures</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expanded introduction of self-service terminals for customers <ul style="list-style-type: none"> • Introduction of self-checkout registers for postal counters <input type="checkbox"/> Promotion of procedures through apps (Post Office App, Yucho Bankbook App, Yucho Procedures App, Japan Post Insurance App, etc.) <input type="checkbox"/> Expansion of services such as advance delivery notifications <ul style="list-style-type: none"> • Improvement of the success rate for advance notices of delivery dates • Expansion to some postal services such as registered mail in the future <input type="checkbox"/> Improvement and wider adoption of digital address services <ul style="list-style-type: none"> • Resolution of social issues related to logistics and others concerning addresses 	<p>Streamlining of call center operations using AI</p> <ul style="list-style-type: none"> <input type="checkbox"/> Utilize AI for real-time voice-to-text conversion to improve the service quality of call center employees' responses and improve operational efficiency through automation of records, etc.
Common	<p>Provision of Group-wide integrated services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expansion of customer convenience and savings based on Yu ID <ul style="list-style-type: none"> • Provision of one-stop service for procedures through Yu ID and benefits and services based on usage status <input type="checkbox"/> Appropriate management of consent information and contract information received from customers based on the Group customer management platform 	

6. Strengthening the Management Base ② Deepening Human Capital Management

- ▶ During the period of the new Medium-term Management Plan, we will promote rebuilding the human resource portfolio in response to changes in the business environment and growth strategies and maximizing the potential of each and every employee.

I Development of a human resource portfolio aligned with changes in the business environment and growth strategies

- Achievement of flexible personnel deployment in response to changes in the business environment and growth strategies
- Establishment of a framework to utilize dispatched employees, spot workers, and others to flexibly secure labor in response to fluctuations in the workload at post offices
- Establishment of a system to utilize foreign workers in work such as motor vehicle transportation (specified skilled workers), including long-distance truck transportation
- Establishment of a system to utilize the time generated through flexible counter operating hours, etc. to carry out various internal and external administrative tasks that are outside of regular duties

II Maximizing the potential of each and every employee

Establishment of New HR System

■ Introduction of a compensation system based on duties and roles, abolishing promotion by seniority

- Abolish promotion by seniority and introduce a simplified compensation system based on the content and responsibility of the work and the results achieved
- Introduction of an employee stock compensation system
- Appropriate evaluation of the results achieved and challenges

■ Review of the entire system

- Redesign compensation levels including those for employees aged 60 and over
- Realization of measures to secure employment beyond age 65
- Optimization of the entire system, including various allowances and retirement benefits
- Further use of 360-degree evaluations (multifaceted observation) on employees in the management positions

Promotion of women's advancement and support for career autonomy

- Active promotion of women to management positions
- Develop an environment that supports emergence of more women in management positions
- Strengthening of individual career support functions

Creation of a comfortable working environment

- Realization of an environment that encourages managerial challenges
- Review the approach to relocation and transfer assignments so that employees facing various circumstances can exercise their abilities with peace of mind
- Expansion of workstyle options (such as greater flexibility in working days, time, etc.)

Major KPIs

- **Childcare leave acquisition rate / Average days of childcare leave acquired by men**
Childcare leave acquisition rate for both men and women: 100% / Average period of childcare leave acquired by men: 1 month or more
- **Engagement score*** FY2028 results: B in the entire Group
- **Ratio of women in management positions** as of April 1, 2031 (entire company)
Japan Post Holdings and Japan Post 14.0% / Japan Post Bank 25.0% / Japan Post Insurance 16.5%

6. Strengthening the Management Base ③ Promotion of Initiatives Related to the Top Management Priorities (Materialities)

- ▶ We aim to achieve our management philosophy by creating two types of social value: the development of society and the region and the realization of happiness for stakeholders.
- ▶ For the three top management priorities (materialities), we will take measures to address strategies, risks and opportunities to be pursued over the three years of the new Medium-term Management Plan.

Long-term Vision	To realize this	Top management priorities (Materiality)		Details	Main strategies and measures during the three-year period of the new Medium-term Management Plan	Targets / KPIs (Example)	
						Financial	Non-financial
<p>Group management philosophy</p> <p>Realize</p> <ul style="list-style-type: none"> • Development of society and the region • Realization of happiness for stakeholders <p>Value creation</p> <p>In addition to strengthening the functions of the three platforms, we will create even greater appeal and value as the Japan Post Group by providing cross-platform services through the real estate business and each platform</p> <p>Long-term Vision</p> <p>Lifestyle Support, Comprehensive Finance, Comprehensive Logistics</p> <p>Coordinate</p> <p>Real Estate Business</p> <p>Strengthening governance and compliance</p>		<p>[Local community]</p> <p>Fulfilling our role as regional infrastructure and a lifestyle support hub</p>	<p>In the midst of a declining and aging population, we will utilize our nationwide network throughout Japan to fulfill our role as regional infrastructure and a hub for lifestyles through financial, logistics, and counter functions.</p>	<p>① Review of the business structure to ensure the sustainable provision of universal service</p> <p>② Enhancement of corporate value through profit growth in growth areas</p> <p>③ Strengthening the Group's management base</p>	<p>Overall</p> <ul style="list-style-type: none"> -ROE -Net income attributable to Japan Post Holdings <p>Targets by segment</p> <ul style="list-style-type: none"> -Postal and domestic logistics -Post office logistics -Real estate -Banking -Life Insurance 	<p>Supporting lifestyles</p> <ul style="list-style-type: none"> -Total number of contracted local governments <p>Improving accessibility</p> <ul style="list-style-type: none"> -Number of Yu ID members -Number of Post Office App downloads <p>Solving social issues through investment and financing</p> <ul style="list-style-type: none"> Sustainable finance, impact investment <p>Deepening human capital management</p> <ul style="list-style-type: none"> -Childcare leave acquisition rate / Average days of childcare leave acquired by men -Engagement score -Ratio of women in management positions <p>Contribution to the realization of a decarbonized, recycling-oriented society</p> <ul style="list-style-type: none"> Greenhouse gas (GHG) emission reductions 	
		<p>[People]</p> <p>Provision of services that support lifestyles according to needs and life stages</p>	<p>We will support secure and affluent daily lives by offering optimal proposals that combine postal and domestic logistics, banking, and insurance services in response to diversifying values and life stages.</p>	<p>Strengthening and ensuring compliance and governance</p> <p>Customer-oriented business operations</p> <p>Deepening human capital management</p> <p>Strengthening digital infrastructure</p> <p>Contribution to the realization of a decarbonized, recycling-oriented society</p>			
		<p>[Trust]</p> <p>Strengthening the foundation of trust from the local community and customers</p>	<p>We will thoroughly implement compliance and build an unshakable foundation of trust from local communities and customers through customer-oriented business operations and sincere communication.</p>				

6. Strengthening the Management Base ④ Strengthening Governance Structure

- ▶ We will fundamentally strengthen governance by establishing a new organization that accurately understands the actual situation at each post office and provides support for the permeation of legal and regulatory rules while working closely with each post office. We will build an environment where customers can use post offices with confidence and peace of mind through the permeation of this structural reform and recurrence prevention measures.
- ▶ In the new organization, **personnel will be assigned at the regional level close to post offices, and we will provide detailed guidance and support to each post office employee to ensure compliance and business quality.**
- ▶ We will continue efforts to create an open organization through measures such as reducing burdens and errors by revising or abolishing operations and developing systems, and by strengthening management capabilities.

Organizational and structural reforms to strengthen governance

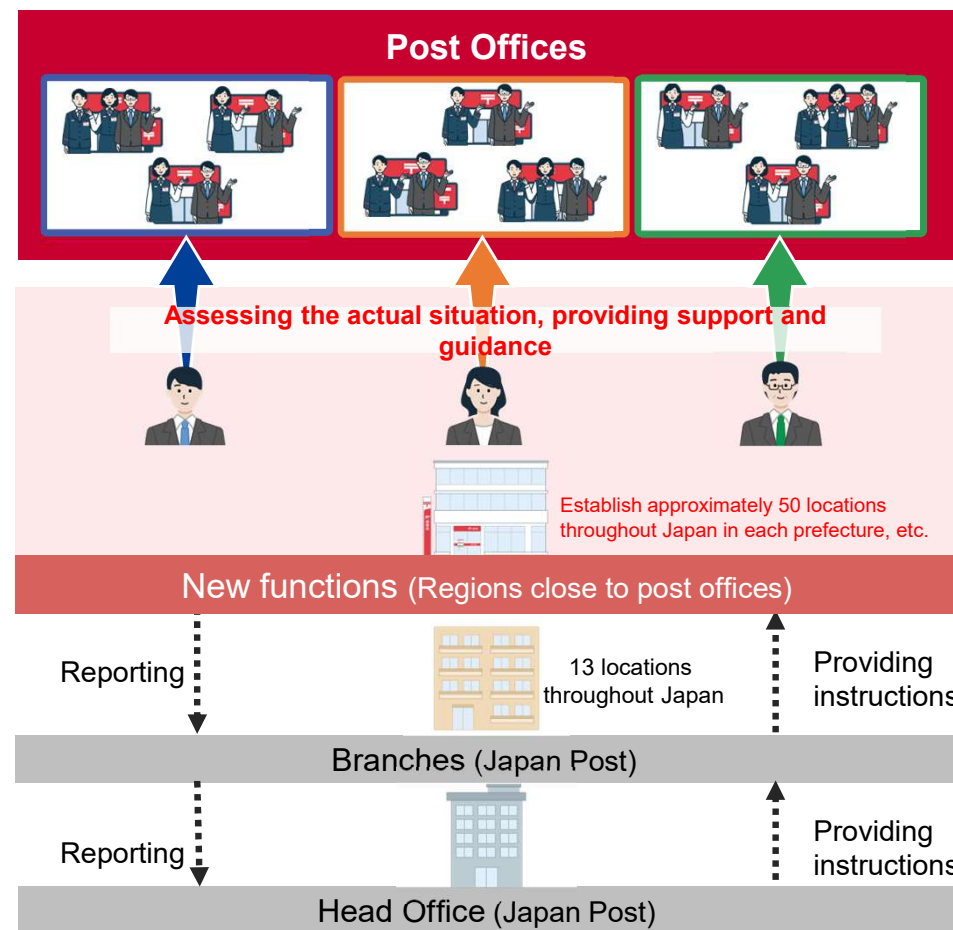
- Establish a new organization (Financial Operations Support Division) that is responsible for post offices on a prefectural basis, etc., and provides fine-tuned support for the permeation of legal and regulatory rules in close proximity to the post offices.
- Strengthen systems in second-line-of-defense divisions (risk management, compliance, etc.)

Review of workflow and development of systems aimed at ensuring legal, regulatory, and general compliance

- In order to create an environment aimed at ensuring legal, regulatory, and general compliance, we will conduct a comprehensive review of post office operations and aim to reduce burdens through the revision or abolition of operations. In particular, we will establish efficient business processes through measures such as the adoption of paperless operations and a review of seal requirements.
- By reducing manual work areas in the workflow and promoting systemization, we will create an environment that effectively and efficiently prevents legal and regulatory violations in advance and enables safe operations (digital roll calls, etc.).

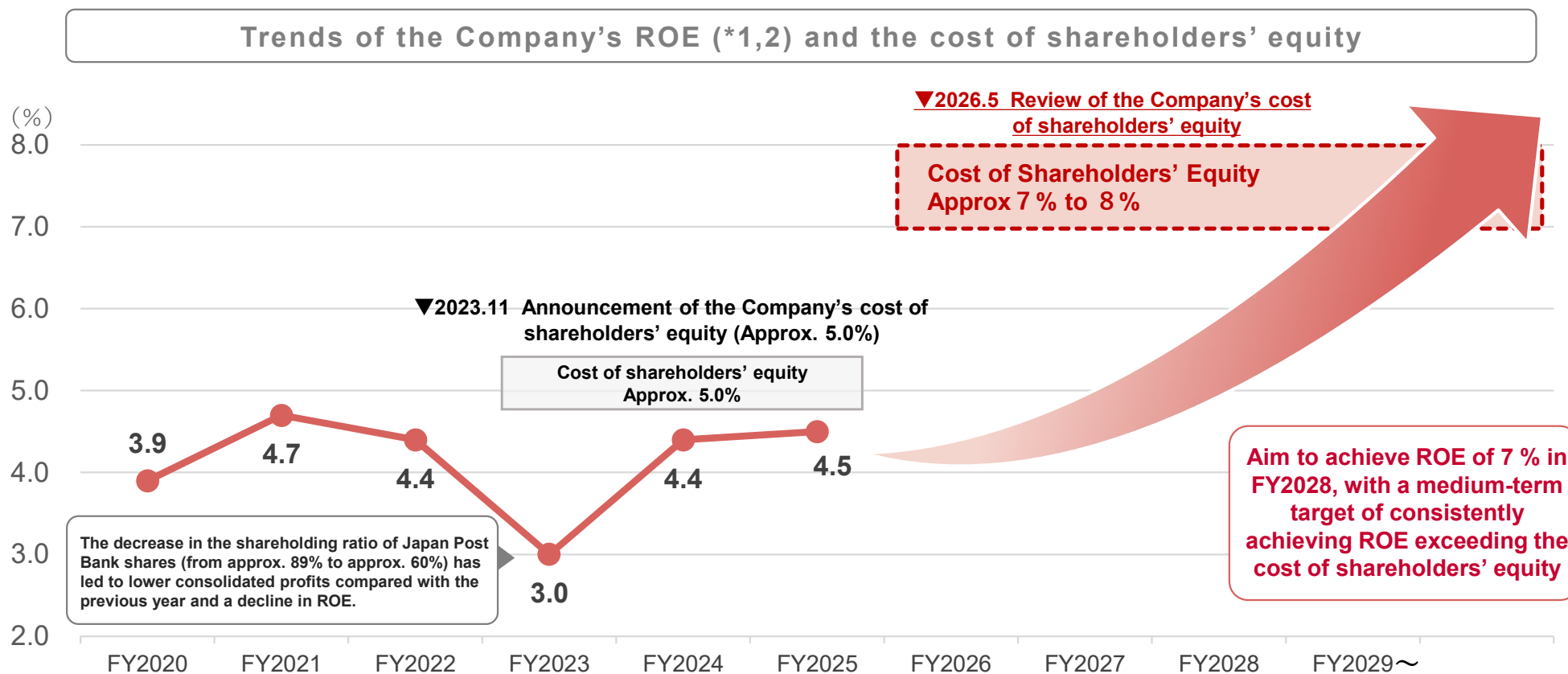
Initiatives to reform the organizational culture, develop human resources, and instill awareness

- We hold company-wide participatory meetings so that each employee can think and act toward realizing the company's intended direction.
- We will also continue to develop human resources to thoroughly implement customer-oriented operations and legal compliance.
- We will enhance the management capabilities of management personnel through enriched training at the time of promotion and other measures.



7. Capital Policy ① Review of the Cost of Shareholders' Equity Recognized by the Company

- ▶ We have reconsidered the cost of shareholders' equity announced in November 2023 in conjunction with the formulation of the new Medium-term Management Plan. Based comprehensively on CAPM and earnings yield and the perspective of the capital market, the Company's cost of shareholders' equity is considered to be in the range of approx 7% to 8%.
- ▶ The Company's ROE for the fiscal year ended March 31, 2026 is 4.5%, which is below the cost of shareholders' equity we recognize. By mainly working on our key strategies in the new Medium-term Management Plan period, we aim to achieve ROE of 7% in FY2028, with a medium-term target of consistently achieving ROE exceeding the cost of shareholders' equity.



*1 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.

*2 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.

7. Capital Policy ② Shareholder Return Policy

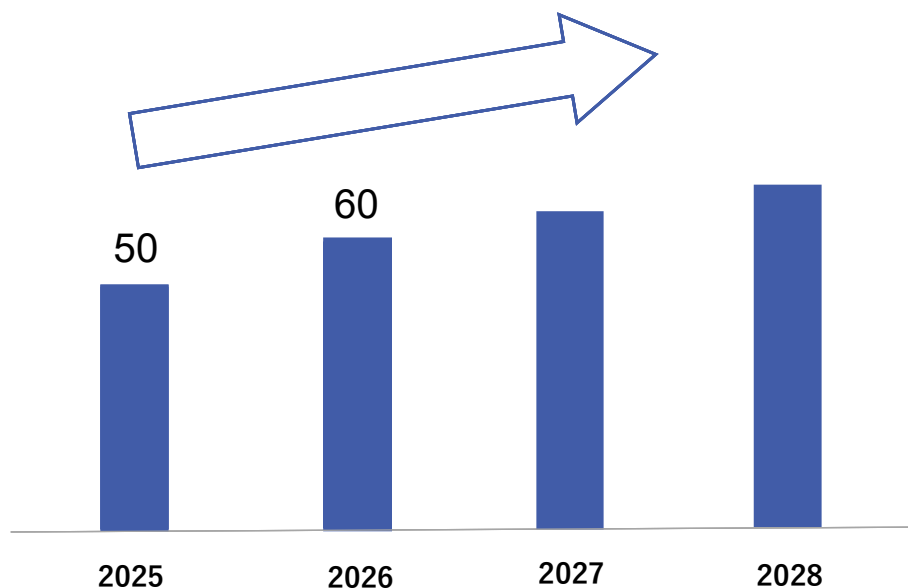
- ▶ Taking into account factors including projected profits and financial soundness, we aim for a cumulative total shareholder return ratio of 50% or more during the new Medium-term Management Plan period in order to strengthen shareholder returns.
- ▶ For dividends, we have introduced progressive dividends starting at ¥60, based on performance. We will also implement continuous and flexible share repurchases to improve capital efficiency.

Dividends

- Increase dividend to ¥60 in FY2026
- Introduce a progressive dividend policy reflecting business performance, starting at ¥60

Share Repurchases

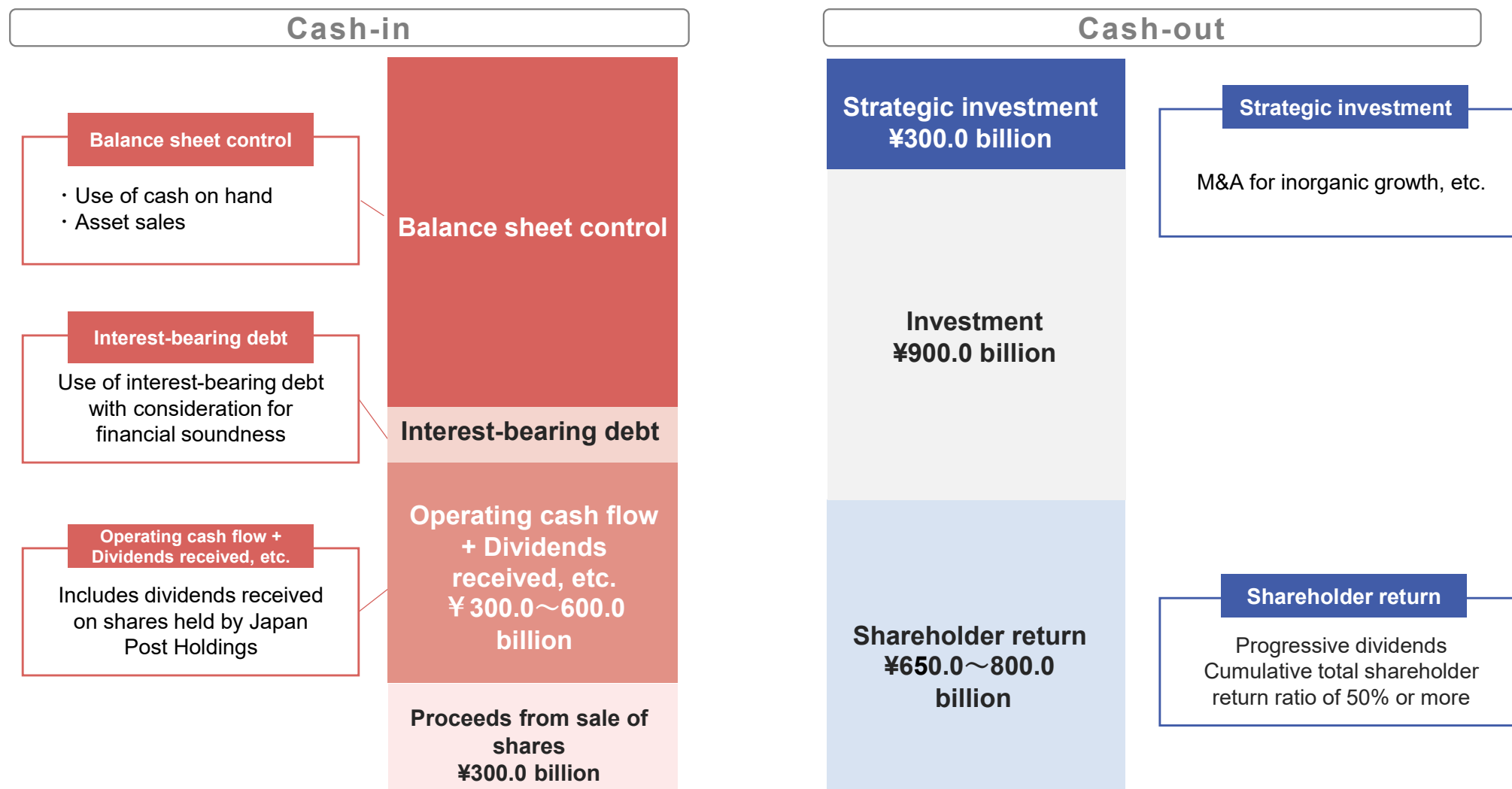
- Implement continuous and flexible share repurchases



We aim to achieve a cumulative total shareholder return ratio of **50% or more** during the period of the new Medium-term Management Plan, including share repurchases

7. Capital Policy ③ Cash Allocation Excluding the Two Financial Subsidiaries (FY2026–FY2028)

- In addition to operating cash flow from business activities, dividends from equity holdings, and proceeds from past share sales, we will allocate excess net cash and funds procured through interest-bearing debt to investments, including M&A for inorganic growth, and shareholder returns, to promote our key strategies and improve capital efficiency. Through these initiatives, we aim to achieve corporate value enhancement and secure an appropriate market valuation.



*1 Operating cash flow is calculated with a certain range, being implemented the possibility of postal charge revisions to be implemented in FY2027.

*2 Proceeds from sale of shares are the remaining amount from the sale of shares in the two financial subsidiaries (Japan Post Bank and Japan Post Insurance (collectively, the two financial subsidiaries)) under the previous Medium-term Management Plan.

7. Capital Policy ④ Investment Plans

- ▶ During the period of the new Medium-term Management Plan, we plan to invest ¥900.0 billion across all segments excluding the two financial subsidiaries.
- ▶ In addition to the above, a strategic investment framework of ¥300.0 billion has been established.

Segments	Total amounts of investment in the three years	Main investments
Postal and domestic logistics business	¥ 390.0 billion	<ul style="list-style-type: none"> • Facility repairs, deployment of electric vehicles, etc. (¥245.0 billion) • Investments in infrastructure development and operational reforms at logistics bases (¥100.0 billion) • System investments (¥45.0 billion)
Post office business	¥ 115.0 billion	<ul style="list-style-type: none"> • Facility and equipment investment (¥95.0 billion) • System investments (¥20.0 billion)
International logistics business	¥ 100.0 billion	<ul style="list-style-type: none"> • Facility and equipment investment (¥90.0 billion) • System investments (¥10.0 billion)
Real estate business	¥ 260.0 billion	<ul style="list-style-type: none"> • Investments for the leasing business (¥180.0 billion) • Investments for the rotational-type businesses (¥50.0 billion) • Investments for the built-for-sale business (¥30.0 billion)

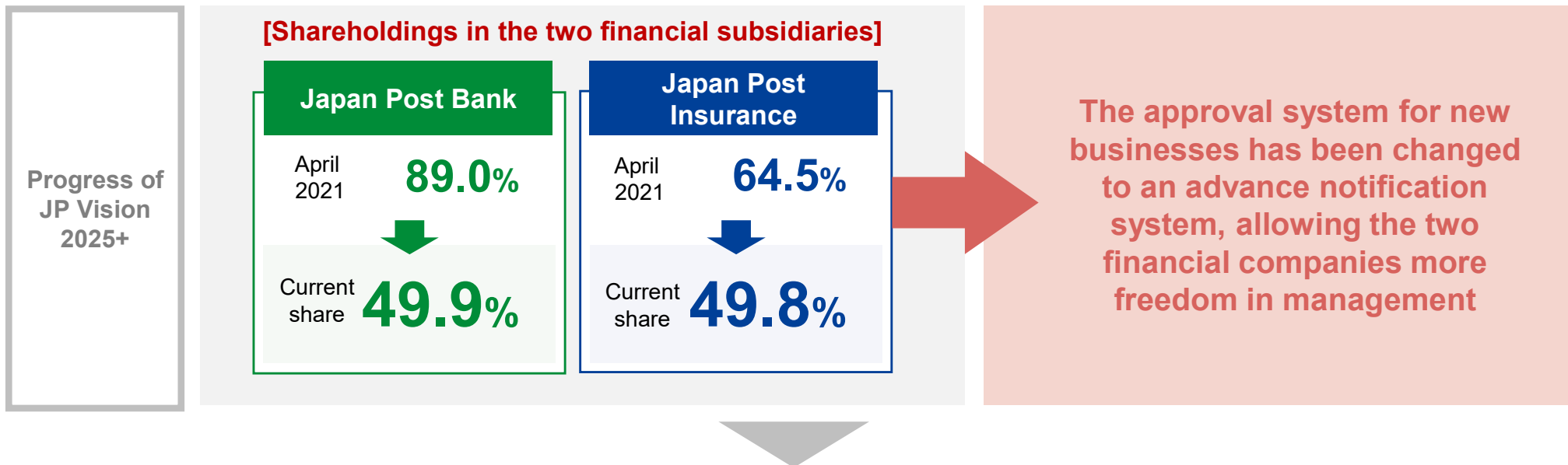
(Reference) Main investment plans of the two financial subsidiaries*

Japan Post Bank (Banking Business)	¥ 500.0 billion	<ul style="list-style-type: none"> • Strategic IT investments, including investments in AI (Approx. ¥125.0 billion) • IT investments for stable business operations, including renewal of core systems (Approx. ¥375.0 billion)
Japan Post Insurance (Life Insurance Business)	¥ 240.0 billion	<ul style="list-style-type: none"> • Investments in business growth strategies, including AI and digital utilization (Approx. ¥90.0 billion) • IT investments for stable business operations, including renewal of system infrastructure (Approx. ¥150.0 billion)

*Cash flow basis of capital investment + expenses

7. Capital Policy ⑤ Policy on Sale of Shares in the Two Financial Subsidiaries

- ▶ As set out in the targets of the previous Medium-term Management Plan, our holding ratio in Japan Post Bank and Japan Post Insurance shares has already fallen to 50% or less by FY2025.
- ▶ During the new Medium-term Management Plan period, we will continue to deliberate on the disposal of shares in the two financial subsidiaries, while taking into account the purpose of the Postal Service Privatization Act and the perspective of Group management.



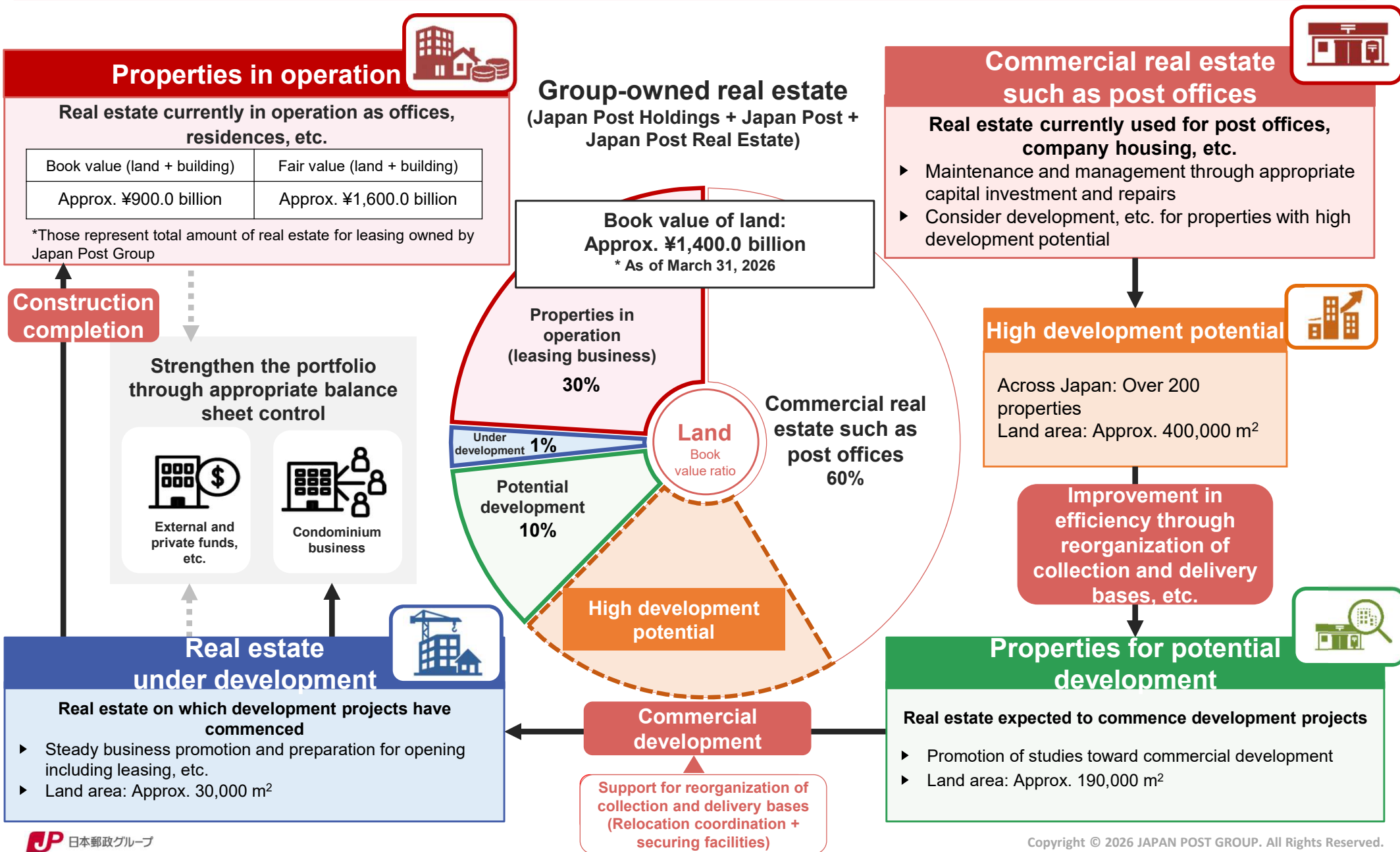
Policy on Sale during the Next Medium-term Management Plan period

- We will continue to deliberate on the disposal of shares in the two financial subsidiaries in light of the purpose of the Postal Service Privatization Act.
- From Group management perspectives, we will proceed with deliberations while taking the following factors into account. We will also deliberate on measures to strengthen the alliance between the two financial subsidiaries and Japan Post to support the relationship of business entrustment. Toward embodying the measures, Group-wide efforts will be made.
 - Impact on universal services
 - Financial conditions of two financial subsidiaries
 - Ensuring Group unity
 - Impact on consolidated business results
 - Demand of funds for growth investment of Japan Post Holdings and Japan Post
 - Market trends

Appendix

Appendix 1 Further Commercial Development of Group-owned Real Estate (Promotion of CRE Strategy)

- ▶ We will strongly promote the commercial development of the Group-owned real estate (post offices, company housing, etc.) to realize its potential.



Appendix 2 List of Properties Under Development or Those for Potential Development

Properties under development

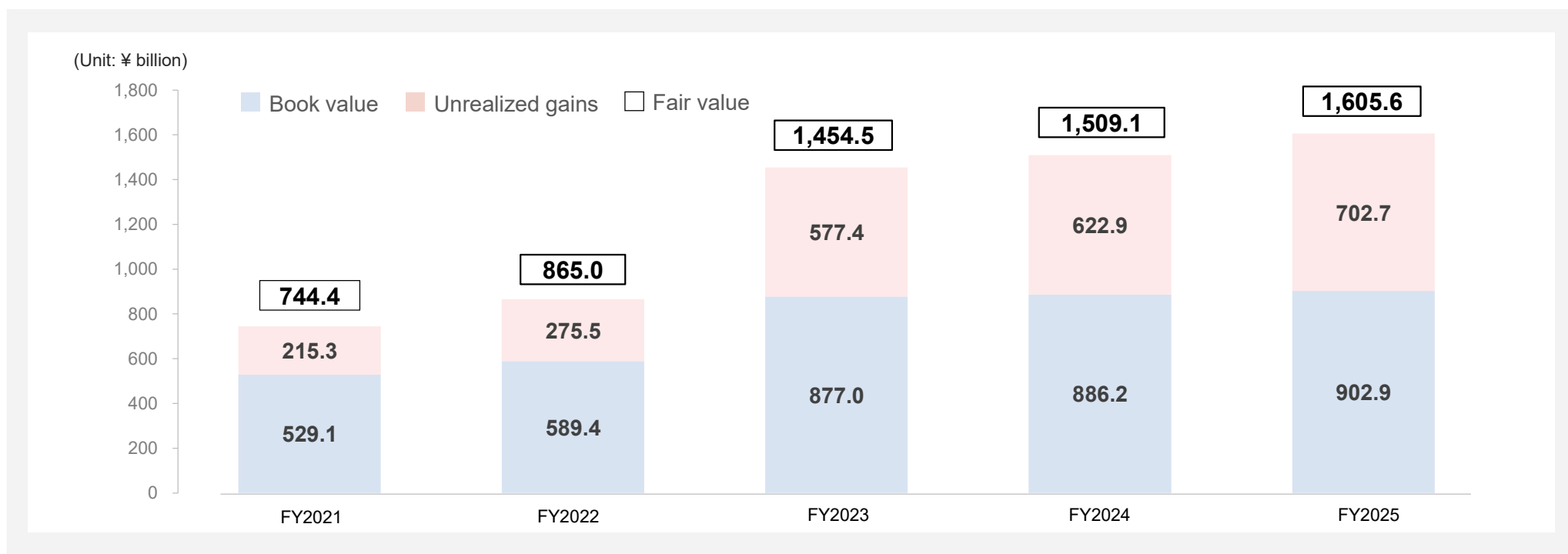
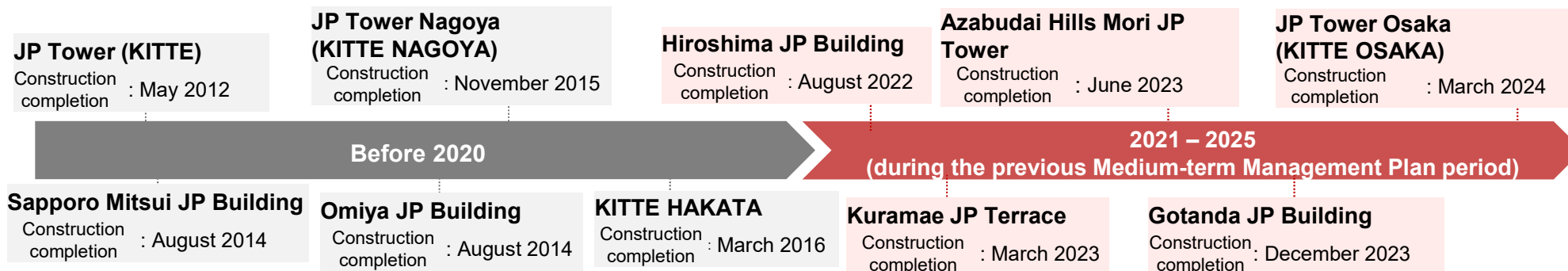
	Name	Group-owned real estate	Location	Site area (m ²)	Total floor area (m ²)	Principal use	Level	Scheduled construction completion and acquisition
1	The Landmark Nagoya Sakae		Nagoya-shi, Aichi	4,800	109,700	Offices, hotel, commercial facilities, etc.	41 floors above the ground level, 4 floors below	2026
2	Former Takami Dormitory (Proud Ikeshita Takami)	✓	Nagoya-shi, Aichi	2,100	4,600	Housing (for sale)	7 floors above the ground level	2026
3	Former Okurayama Company Housing (Park Homes Okurayama The Terrace)	✓	Yokohama-shi, Kanagawa	2,300	6,900	Housing (for sale)	7 floors above the ground level	2026
4	JR Kyushu site (MJR Kagoshima Chuo Station Front The Garden)		Kagoshima-shi, Kagoshima	2,900	15,100	Housing (for sale)	14 floors above the ground level	2026
5	Former Kagoshima Office, Kyushu Regional Office (MJR Kagoshima Chuo Station Front The Residence)	✓	Kagoshima-shi, Kagoshima	5,000	28,100	Housing (for sale)	14 floors above the ground level	2027
6	Amagasaki Logistics Project		Amagasaki-shi, Hyogo	16,700	35,800	Logistics facilities	4 floors above the ground level	FY2026
7	Minami Funabashi Logistics Project		Narashino-shi, Chiba	38,100	102,700	Logistics facilities	5 floors above the ground level	FY2026
8	Osaka-shi Nishi-ku Kawaguchi 1-Chome Project		Osaka-shi, Osaka	1,600	9,100	Housing (rental)	13 floors above the ground level, 1 floor below	FY2026
9	Former MIELPARQUE KYOTO	✓	Kyoto-shi, Kyoto	2,200	14,000	Office (renovation)	9 floors above the ground level, 2 floors below	FY2027
10	Former Nakagyo Oike Company Housing	✓	Kyoto-shi, Kyoto	700	5,500	Housing (for sale)	11 floors above the ground level	FY2027
11	Former Tennoji Ueshio Company Housing	✓	Osaka-shi, Osaka	400	2,200	Housing (for sale)	13 floors above the ground level	FY2027
12	Former Tennoji Rokumantai Company Housing	✓	Osaka-shi, Osaka	1,300	7,600	Housing (for sale)	24 floors above the ground level	FY2028
13	Ota-ku Kamata 3-Chome Project		Ota-ku, Tokyo	800	3,600	Housing (rental)	14 floors above the ground level	FY2028
14	Osaka Sakurajima Resort Project		Osaka-shi, Osaka	17,200	100,400	Hotel	14 floors above the ground level, 1 floor below	FY2028
15	Former Shirokane Company Housing (Shirokane 1-chome West Central Area Urban Redevelopment Project)	✓	Minato-ku, Tokyo	12,200	99,000	Housing (rental/for sale), etc.	39 floors above the ground level	FY2029
16	Osaka-shi Tennoji-ku Project	✓	Osaka-shi, Osaka	1,200	under review	Housing (for sale)	under review	FY2030

Main properties for potential development

	Name	Group-owned real estate	Location	Site area (m ²)	Current status (as of May 2026)
1	Kudan Post Office (Kudanminami 1-Chome Area Urban Redevelopment Project)	✓	Chiyoda-ku, Tokyo	1,300	In-use
2	Kojimachi Post Office	✓	Chiyoda-ku, Tokyo	2,400	In-use
3	Former Kudankita Company Housing	✓	Chiyoda-ku, Tokyo	2,800	Already moved-out
4	Nihonbashi Post Office (Nihonbashi 1-Chome East Area Urban Redevelopment Project)	✓	Chuo-ku, Tokyo	2,900	Already temporarily relocated
5	Ginza Post Office	✓	Chuo-ku, Tokyo	12,700	In-use
6	Kyobashi Post Office	✓	Chuo-ku, Tokyo	2,500	In-use
7	Shiodome lot	✓	Minato-ku, Tokyo	1,400	In provisional use
8	Gaienmae Post Office	✓	Minato-ku, Tokyo	400	In-use
9	Former MIELPARQUE TOKYO	✓	Minato-ku, Tokyo	7,500	In provisional use
10	Akasaka Post Office	✓	Minato-ku, Tokyo	2,700	In-use
11	Shiba Post Office	✓	Minato-ku, Tokyo	2,100	In-use
12	Takanawa Post Office	✓	Minato-ku, Tokyo	3,900	In-use
13	Former Takanawa 3-Chome Company Housing	✓	Minato-ku, Tokyo	1,500	Already moved-out
14	Former Shinjuku Nijukkimachi Company Housing	✓	Shinjuku-ku, Tokyo	1,100	Already moved-out
15	Former Nakaochiai Company Housing	✓	Shinjuku-ku, Tokyo	3,000	Already moved-out
16	Nakano Post Office	✓	Nakano-ku, Tokyo	6,500	In-use

	Name	Group-owned real estate	Location	Site area (m ²)	Current status (as of May 2026)
17	Former Hokkaido Training Institute	✓	Sapporo-shi, Hokkaido	14,900	Already demolished
18	Yokohama Central Post Office ((Tentative) Yokohama Station Minami-Higashiguchi Area Urban Redevelopment Project)	✓	Yokohama-shi, Kanagawa	6,400	In-use
19	Former MIELPARQUE Yokohama	✓	Yokohama-shi, Kanagawa	3,400	In provisional use
20	Kyoto Central Post Office	✓	Kyoto-shi, Kyoto	7,500	In-use
21	Former MIELPARQUE Osaka	✓	Osaka-shi, Osaka	6,800	In provisional use
22	Kobe lot	✓	Kobe-shi, Hyogo	2,500	In provisional use
23	Fukuoka Central Post Office	✓	Fukuoka-shi, Fukuoka	4,700	In-use
24	Nagasaki Central Post Office	✓	Nagasaki-shi, Nagasaki	3,000	In-use

Appendix 3 Fair Value of Real Estate for Rental Business owned by Japan Post Group

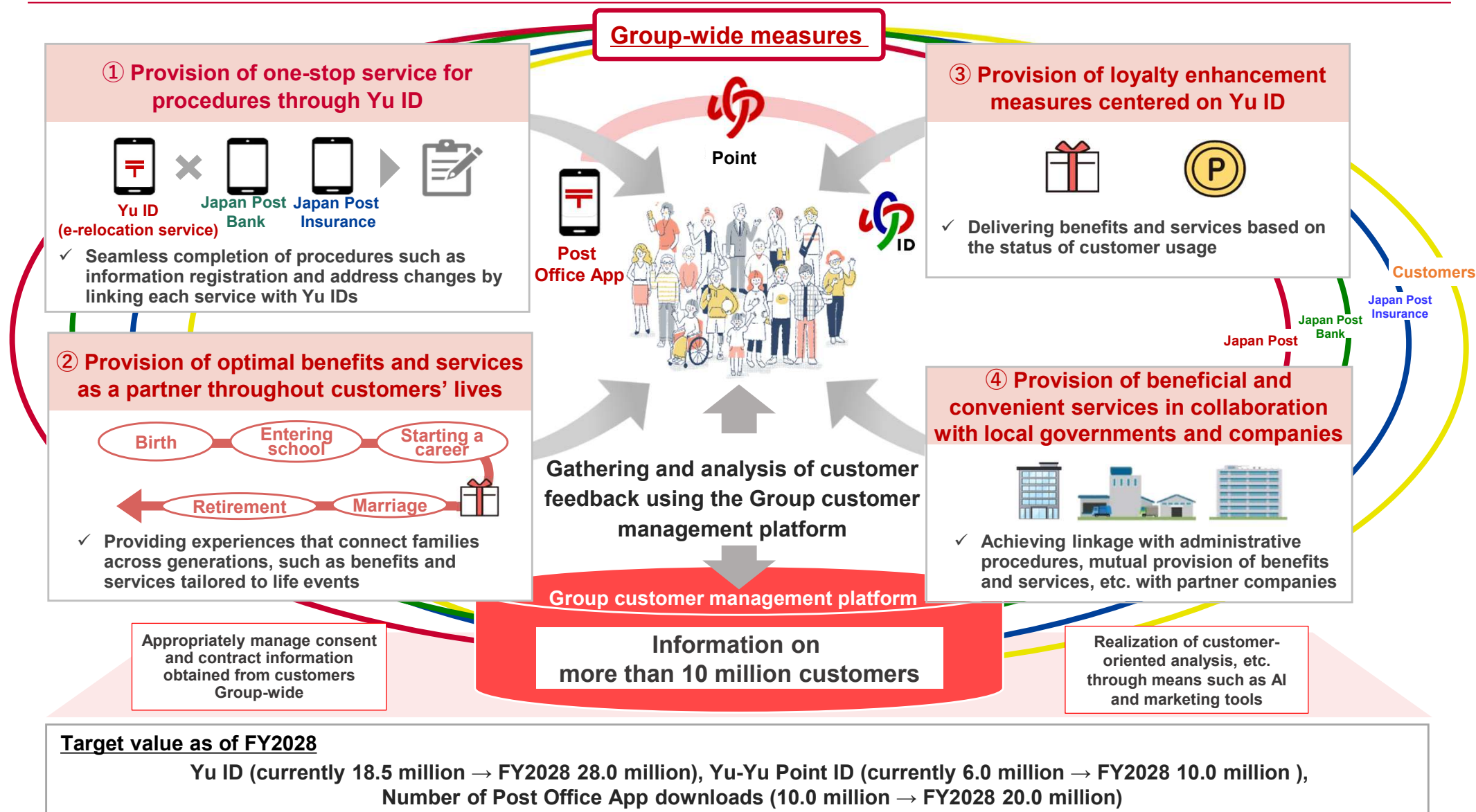


Major acquisitions and development properties

FY2021	FY2022	FY2023	FY2024	FY2025
<ul style="list-style-type: none"> JP noie Waseda JP noie Koishikawa Tomisaka Sonare Hamadayama 	<ul style="list-style-type: none"> Hiroshima JP Building Kuramae JP Terrace JP noie Kameido 	<ul style="list-style-type: none"> JP Tower Osaka (KITTE Osaka) Azabudai Hills Mori JP Tower Gotanda JP Building 	<ul style="list-style-type: none"> JP noie Todoroki JP noie Yokohama Hiranuma Wellcare Garden Bajikouen 	<ul style="list-style-type: none"> JP noie Nishikamata JP noie Tenjin-minami Uemachidai Ryuzoji

Appendix 4 Provision of Group-wide Integrated Services Using Yu ID

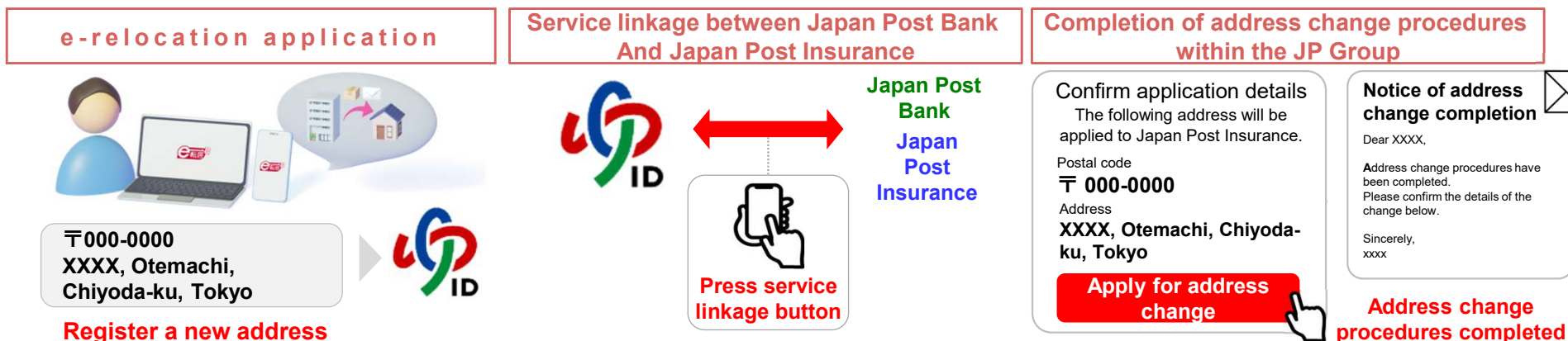
- ▶ We will provide support and other services tailored to life events on a Group-wide basis by staying close to customers' lives with Yu ID as the core.
- ▶ We will also expand customer convenience and benefits by pursuing collaboration outside the Group through Yu IDs and points, etc.



Appendix 5 One-stop Service for Procedures Using Yu ID

- ▶ We are aiming to improve the customer experience by providing a one-stop service for address changes and other procedures that currently require multiple steps for each business line.
- ▶ In the future, the Yu ID My Page, etc., will serve as a hub to provide a comprehensive range of procedures for each Group company.

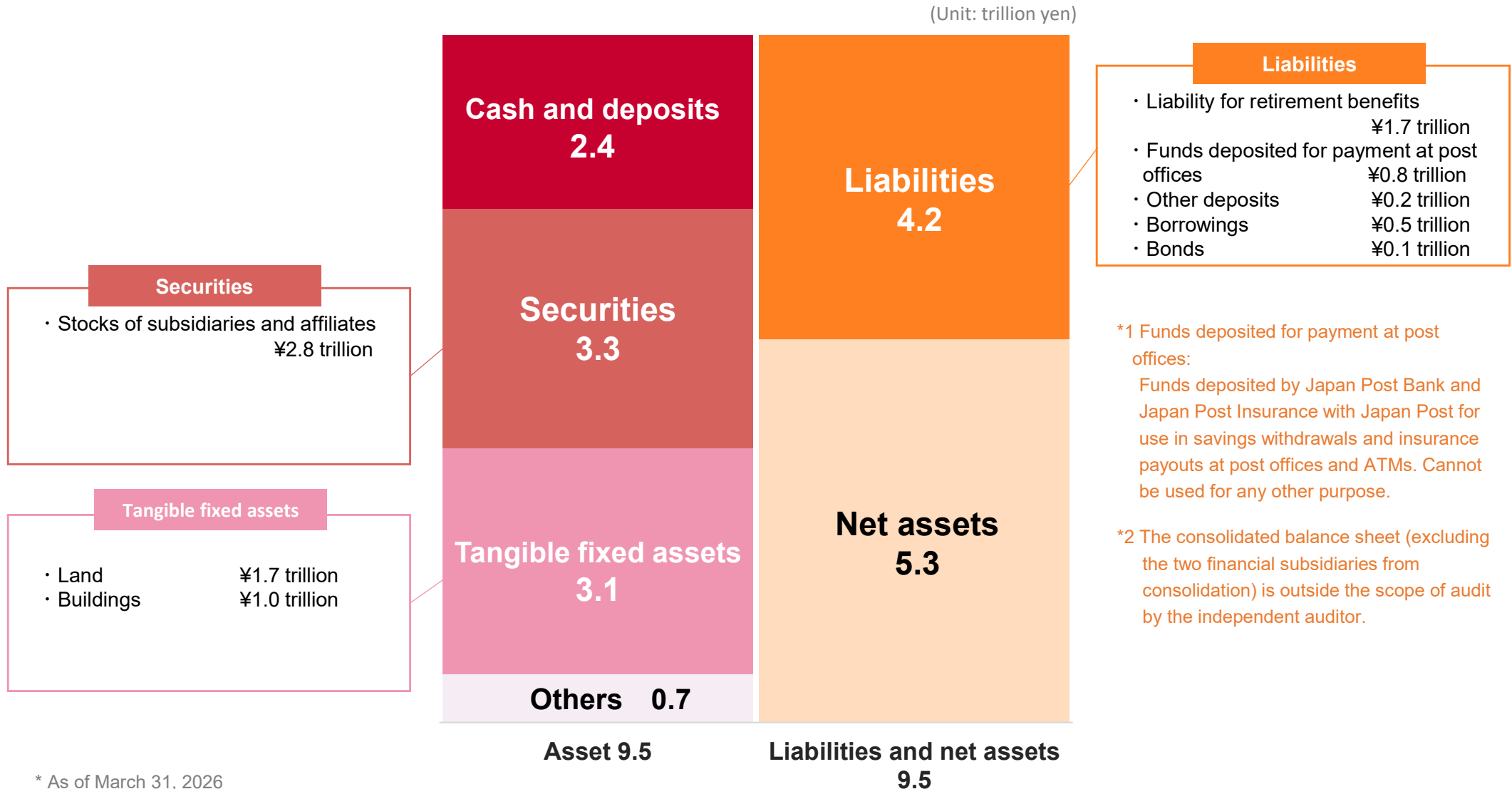
Simplification of address change procedures, etc. within the JP Group



	Procedures	Customer value
	<ul style="list-style-type: none"> ● Apply for e-relocation using Yu ID ● Yu ID address is automatically updated after e-relocation application 	<ul style="list-style-type: none"> ● It is possible to apply anytime, anywhere ● Mail addressed to the old address can be forwarded to the new address free of charge for one year
	<ul style="list-style-type: none"> ● Link Yu ID with My Page website of Japan Post Insurance, Yucho Bankbook App, etc. * Press service linkage button ● No repeated registration is required once linked 	<ul style="list-style-type: none"> ● By linking Yu ID with the My Page website of Japan Post Insurance or Yucho Bankbook App, it is possible to earn Yu-Yu Points across the Group's services
	<ul style="list-style-type: none"> ● By applying with the new address linked to Yu ID to Japan Post Insurance and Japan Post Bank, the address change procedures for each company are completed * Additional registration of identification documents for the new address may be required after application 	<ul style="list-style-type: none"> ● Troublesome address change procedures such as filling out address change documents (registration) or visiting a post office counter are no longer necessary

Appendix 6 Consolidated Balance Sheet (Excluding the Two Financial Subsidiaries from Consolidation)

- ▶ The consolidated balance sheet assuming Japan Post Bank and Japan Post Insurance (including their subsidiaries) are excluded from consolidation is as follows.



* As of March 31, 2026

Appendix 7 Capital Profitability of Each Segment (Excluding Financial Segments)

- ▶ Improving the capital efficiency of each segment is important for enhancing the Group's overall ROE.
- ▶ Taking into account primarily the business characteristics of each segment and the need to focus on the efficient utilization of cash, we will promote ROA-based management for each segment excluding the two financial subsidiaries.

Capital Profitability

(Unit: billion yen)

	Postal and domestic logistics	Post office	Real estate	International logistics
① Total assets by segment *1	2,161.3	1,938.6	1,175.3	425.0
② Net operating income by segment *2	△11.8	6.9	23.9	13.8
③ ROA (② / ①)	—	0.4%	2.0%	3.3%

*1 (Total assets by segment as of March 31, 2025 + Total assets by segment as of March 31, 2026) ÷ 2

The above total assets include amounts equivalent to cash and deposits.

*2 Net operating income by segment for FY2025

We will promote improvement of the capital efficiency of each segment to enhance the Group's overall ROE.

For inquiries about this document, please contact:
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<Disclaimer>

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Therefore, please be aware that actual results may vary depending upon various factors, such as the impact of changes in interest rates, fluctuation in stock price, changes in exchange rate, price fluctuation in asset holdings, changes in economic and financial conditions and trends, changes in competitive conditions, occurrence of large-scale disaster, etc., and changes in laws and regulations.

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