

Appendix : Japan Post Co. Data Supplement

August 7, 2026

1. Japan Post Co. (Consolidated)

(Billions of yen)

	FY2024	FY2025	Change	2025. 4-6 Note 2	2026. 4-6	Change
Operating income	3,442.3	3,651.1	+208.7	894.7	936.5	+41.8
Postal service business income	2,065.3	2,282.4	+217.0	567.5	561.8	(5.7)
Commissions for banking business consignment	302.8	297.8	(5.0)	79.9	79.6	(0.2)
Commissions for life insurance business consignment	111.4	89.8	(21.6)	22.4	16.8	(5.6)
Funds to maintain post office network	303.0	320.6	+17.6	80.1	83.3	+3.1
International logistics business income	511.1	504.4	(6.7)	109.0	154.3	+45.2
Other operating income	148.4	155.8	+7.3	35.5	40.4	+4.9
Operating expenses	3,438.8	3,628.8	+189.9	883.1	930.8	+47.7
Personnel expenses	2,131.5	2,175.7	+44.2	543.6	547.7	+4.0
Other expenses	1,307.3	1,453.0	+145.7	339.4	383.1	+43.6
Net operating income (loss)	3.5	22.2	+18.7	11.5	5.7	(5.8)
Non-operating income	11.0	15.6	+4.5	3.1	3.7	+0.5
Non-operating expenses	12.0	19.5	+7.4	6.3	5.1	(1.1)
Net ordinary income (loss)	2.5	18.4	+15.8	8.4	4.2	(4.1)
Extraordinary gains	7.5	23.4	+15.8	9.2	10.3	+1.0
Extraordinary losses	5.1	12.6	+7.4	2.4	2.6	+0.1
Income (loss) before income taxes	4.9	29.1	+24.2	15.1	11.9	(3.2)
Total income taxes	7.6	9.5	+1.9	3.1	1.5	(1.6)
Net income (loss)	(2.7)	19.6	+22.3	11.9	10.3	(1.5)
Net income (loss) attributable to non-controlling interests	1.5	2.3	+0.8	0.7	0.8	+0.1
Net income (loss) attributable to Japan Post Co.	(4.2)	17.2	+21.4	11.2	9.5	(1.7)

Note 1: Sums of figures may not match totals due to rounding down.

Note 2: Following the completion of the purchase price allocation (PPA) procedures in the second quarter of the fiscal year ending March 31, 2026 relating to JP Tonami Group, which became a consolidated subsidiary in the first quarter of the same fiscal year, a reclassification has been made.

2. Postal and Domestic Logistics Business

(Billions of yen)

	FY2024	FY2025	Change	2025. 4-6	2026. 4-6	Change
Operating income	2,080.8	2,297.5	+216.7	570.9	566.0	(4.9)
Operating expenses	2,119.2	2,309.4	+190.1	570.5	571.7	+1.1
Personnel expenses	1,291.5	1,349.3	+57.7	336.4	333.7	(2.6)
Salaries and allowances, etc.	1,066.4	1,120.7	+54.2	278.7	277.8	(0.9)
Retirement benefit expenses	49.1	46.1	(2.9)	12.2	10.5	(1.7)
Legal welfare expenses	175.9	182.3	+6.4	45.4	45.4	(0.0)
Other expenses	827.6	960.1	+132.4	234.0	237.9	+3.8
Postal service business consignment expenses	198.2	201.2	+3.0	50.0	50.9	+0.8
Depreciation and amortization	79.8	90.5	+10.7	22.3	23.4	+1.0
Taxes and dues	27.9	30.1	+2.2	7.8	7.4	(0.4)
Collection, transport and delivery outsourcing expenses	279.9	347.5	+67.5	83.4	87.3	+3.8
Miscellaneous expenses	241.7	290.6	+48.9	70.4	68.9	(1.5)
Net operating income (loss)	(38.3)	(11.8)	+26.5	0.4	(5.6)	(6.1)

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

3. Post Office Business

(Billions of yen)

	FY2024	FY2025	Change	2025. 4-6	2026. 4-6	Change
Operating income	1,008.7	1,013.9	+5.2	254.6	252.7	(1.9)
Postal service commissions	198.2	201.2	+3.0	50.0	50.9	+0.8
Banking commissions	302.8	297.8	(5.0)	79.9	79.6	(0.2)
Insurance commissions	111.4	89.8	(21.6)	22.4	16.8	(5.6)
Funds to maintain post office network	303.0	320.6	+17.6	80.1	83.3	+3.1
Other operating income	93.1	104.3	+11.1	22.1	21.9	(0.1)
Merchandising business	35.2	34.6	(0.6)	6.6	6.4	(0.1)
Third-party financial productagency services	8.3	7.2	(1.0)	1.8	1.6	(0.2)
Miscellaneous income	49.6	62.5	+12.9	13.6	13.8	+0.2
Operating expenses	985.5	1,006.9	+21.4	248.4	250.7	+2.2
Personnel expenses	705.7	697.7	(8.0)	176.0	175.8	(0.1)
Salaries and allowances, etc.	577.2	574.6	(2.6)	144.3	145.1	+0.7
Retirement benefit expenses	33.5	28.6	(4.9)	8.2	7.0	(1.1)
Legal welfare expenses	94.8	94.4	(0.4)	23.3	23.6	+0.3
Other expenses	279.7	309.2	+29.4	72.4	74.8	+2.3
Depreciation and amortization	28.3	29.2	+0.8	7.2	7.2	+0.0
Taxes and dues	13.9	13.7	(0.2)	3.2	3.2	+0.0
Miscellaneous expenses	237.4	266.2	+28.8	61.9	64.2	+2.2
Net operating income	23.1	6.9	(16.2)	6.2	2.0	(4.2)

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

4. International Logistics Business

(Billions of yen)

	FY2024	FY2025	Change	2025. 4-6	2026. 4-6	Change
Operating income	511.7	505.1	(6.6)	109.2	154.5	+45.2
Global Logistics	328.7	348.5	+19.8	72.9	103.2	+30.3
Global Forwarding	182.3	156.1	(26.2)	36.2	51.2	+14.9
Corporate etc.	0.5	0.3	(0.1)	0.1	0.0	(0.0)
Operating expense	498.3	491.2	(7.0)	108.8	152.1	+43.3
Global Logistics	312.0	330.8	+18.7	70.4	99.1	+28.7
Global Forwarding	182.7	158.5	(24.2)	36.5	51.0	+14.4
Corporate etc.	3.5	1.8	(1.6)	1.8	1.9	+0.0
Net Operating income (loss) (EBIT)	13.3	13.8	+0.4	0.4	2.3	+1.9
Global Logistics	16.7	17.7	+1.0	2.5	4.0	+1.5
Global Forwarding	(0.3)	(2.4)	(2.0)	(0.3)	0.1	+0.4
Corporate etc.	(2.9)	(1.4)	+1.4	(1.7)	(1.8)	(0.0)

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

5. Real Estate Business

(Billions of yen)

	FY2024	FY2025	Change	2025. 4-6	2026. 4-6	Change
Operating income	63.3	60.7	(2.5)	15.4	19.8	+4.3
Income for rent	44.9	51.9	+6.9	12.2	13.5	+1.3
Income for sale	17.9	8.1	(9.7)	3.1	6.1	+2.9
Miscellaneous income	0.3	0.6	+0.2	0.1	0.1	+0.0
Operating expenses	48.1	43.1	(5.0)	10.4	11.7	+1.2
Personnel expenses	0.8	0.7	(0.0)	0.2	0.1	(0.0)
Salaries and allowances, etc	0.6	0.5	(0.0)	0.1	0.1	(0.0)
Retirement benefit expenses	0.0	0.0	(0.0)	0.0	0.0	(0.0)
Legal selfare expenses	0.1	0.0	(0.0)	0.0	0.0	(0.0)
Other expenses	47.3	42.4	(4.9)	10.2	11.5	+1.2
Depreciation and amotiation	14.9	14.9	(0.0)	3.7	3.7	(0.0)
Taxes and dues	6.5	6.0	(0.4)	0.8	1.8	+0.9
Miscellaneous expenses	25.8	21.3	(4.4)	5.6	5.9	+0.3
Net operating income (loss)	15.1	17.5	+2.4	5.0	8.0	+3.0

Note 1: Sums of figures may not match totals due to rounding down.

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

6. Volumes of Items Handled

				(thousands of items)		
	FY2024	FY2025	Change	2025. 4-6	2026. 4-6	Change
Total	16,902,870	16,053,316	(849,554)	4,005,107	3,844,043	(161,064)
Mail	12,566,067	11,751,035	(815,032)	2,969,568	2,793,099	(176,469)
Domestic mail	12,542,869	11,729,264	(813,605)	2,964,068	2,787,733	(176,336)
Standard mail	12,013,449	11,248,984	(764,465)	2,849,107	2,678,448	(170,659)
First-class	6,626,997	6,188,100	(438,897)	1,763,642	1,687,482	(76,160)
Second-class	4,486,233	4,337,511	(148,722)	1,042,267	951,458	(90,809)
Third-class	146,736	138,174	(8,562)	35,066	33,260	(1,806)
Fourth-class	12,506	11,887	(619)	3,013	2,834	(178)
New Year's postcards	695,293	507,100	(188,192)			+0.0
Election mail	45,684	66,211	+20,526	5,120	3,414	(1,706)
Special mail	529,420	480,280	(49,140)	114,961	109,284	(5,677)
International mail (dispatched)	23,198	21,771	(1,427)	5,500	5,367	(133)
Letters	13,824	13,284	(540)	3,293	3,081	(211)
Packages	2,320	2,062	(258)	542	535	(7)
EMS	7,053	6,424	(629)	1,665	1,751	+85
Domestic parcel	4,336,803	4,302,281	(34,522)	1,035,539	1,050,943	+15,405
Yu-Pack	558,444	565,469	+7,025	132,047	142,131	+10,085
Yu-Packet	537,215	562,553	+25,337	135,696	150,204	+14,507
Yu-Mail	3,241,144	3,174,259	(66,884)	767,796	758,608	(9,188)

Note 1: Since figures are rounded, sums of individual items may not match totals.

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

(Reference) Domestic parcel unit price

	FY2024	FY2025	Change	(yen)		
				2025. 4-6	2026. 4-6	Change
Yu-Pack	624	609	(15)	605	583	(22)
Yu-Packet	173	173	+ 0	172	173	+ 1
Yu-Mail	65	67	+ 3	69	71	+ 2

Note: Figures are rounded to the nearest unit.

7. Status of Income and Expenses of Postal Business

FY2024

FY2025

(Billions of yen)

	Operating income	Operating expenses	Net Operating income(loss)	Operating income	Operating expenses	Net Operating income(loss)
Mail	1,259.9	1,322.9	(63.0)	1,309.2	1,341.4	(32.2)
(Year-on-year change)	+70.3	+43.6	+26.6	+49.4	+18.6	+30.8
Domestic mail	1,184.8	1,247.8	(63.0)	1,238.1	1,265.2	(27.1)
(Year-on-year change)	+70.5	+41.7	+28.8	+53.3	+17.4	+35.9
First-class (Letters)	648.6	685.1	(36.5)	687.4	710.7	(23.4)
(Year-on-year change)	+31.8	+27.7	+4.1	+38.7	+25.6	+13.1
Second-class (Postcards)	328.8	345.1	(16.3)	346.8	350.3	(3.5)
(Year-on-year change)	+28.4	+11.3	+17.0	+18.0	+5.3	+12.7
Third-class (Magazines, newspapers)	6.6	14.0	(7.4)	6.2	14.5	(8.3)
(Year-on-year change)	(0.2)	+1.0	(1.3)	(0.4)	+0.5	(0.9)
Fourth-class (Educational materials, etc.)	0.7	1.6	(1.0)	0.6	1.7	(1.1)
(Year-on-year change)	(0.1)	+0.0	(0.1)	(0.0)	+0.1	(0.1)
Special mails provided for in Article 44, Paragraph 1 of the Postal Act	87.7	96.8	(9.1)	84.0	90.2	(6.2)
(Year-on-year change)	(3.2)	(4.7)	+1.5	(3.7)	(6.6)	+2.9
Special mails provided for in Article 44, Paragraph 2 of the Postal Act	112.4	105.2	7.3	113.0	97.7	15.3
(Year-on-year change)	+13.8	+6.3	+7.5	+0.6	(7.5)	+8.0
International mail	75.1	75.1	0.0	71.2	76.2	(5.1)
(Year-on-year change)	(0.2)	+2.0	(2.2)	(3.9)	+1.2	(5.1)
Letters	20.5	21.9	(1.5)	21.6	21.4	0.2
(Year-on-year change)	+1.7	+2.1	(0.4)	+1.1	(0.6)	+1.6
Packages	15.4	15.6	(0.1)	14.6	15.9	(1.3)
(Year-on-year change)	+0.2	+1.5	(1.4)	(0.9)	+0.3	(1.1)
EMS	39.2	37.5	1.7	35.0	39.0	(4.0)
(Year-on-year change)	(2.1)	(1.7)	(0.4)	(4.2)	+1.5	(5.6)

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

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

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

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

(Reference)

FY2024

FY2025

(Billions of yen)

	Operating income	Operating expenses	Net Operating income	Operating income	Operating expenses	Net Operating income
Domestic parcel (Yu-Pack, Yu-Packet, Yu-Mail)	642.4	601.1	41.3	646.9	618.0	28.9
(Year-on-year change)	+31.7	+28.0	+3.7	+4.5	+16.9	(12.4)

Note:: Figures are rounded to the nearest unit.